CHAPTER VI. LAND USE AND DEVELOPMENT REGULATIONS

Insert new Section " I. Development Exceptions" in Chapter VI following H. Other Regulations:

I. Development Exceptions

The Land Use and Development Regulations encourage the siting of a variety of land uses in an urban environment that is both pedestrian and environmentally sensitive. Where used in combination with the Urban Amenities Incentives, as provided for in this chapter, the development regulations and urban amenities incentives will encourage innovative design. To further achieve this goal, it may be necessary to be flexible in the application of certain development standards. As such, the Chula Vista Redevelopment Corporation or Planning Commission may authorize exceptions to the land use and development regulations included within this chapter through the issuance of an Urban Core Development Permit, if all of the following findings are made:

- 1. The proposed development will not adversely affect the goals and objectives of the Urban Core Specific Plan and General Plan.
- 2. The proposed development will comply with all other regulations of the Specific Plan.
- 3. The proposed development will incorporate one or more of the Urban Amenities Incentives in Chapter VI. F.
- 4. The exception or exceptions is/are appropriate for this location and will result in a better design or greater public benefit than could be achieved through strict conformance with the Specific Plan development regulations.

Consideration of a development standard exception shall be concurrent with the review of the Urban Core Development Permit, as outlined in Chapter XI.C.1 of the Specific Plan.

Appendix E

UCSP Public Facilities and Services Program

- 1. Introduction
- 2. Existing Conditions and Needs Assessment

Chapter IX - Infrastructure and Public Facilities

Chapter X – Detailed Description of Improvements (Section E)

3. Long Term Implementation

Chapter X – Detailed Description of Improvements

Appendix D-

Projected Cost Estimates

Projected Timing

Projected Revenues (Development Impacts Fees and Tax

Increment)

Chapter XI – Application to Subsequent Development Projects

UCSP FEIR (06-01) Mitigation Monitoring and Reporting Program

1. INTRODUCTION

The City of Chula Vista's General Plan was updated in December 2005 and created a new vision for the city. A large part of that vision, developed over a 5 year planning process, focused on the revitalization and redevelopment of western Chula Vista. New growth is planned around "smart growth" principles such as mixed use, and transit oriented development that concentrates infill and redevelopment to select focus areas and corridors to protect stable single family neighborhoods, better utilize land resources, reduce environmental effects and make more efficient use of existing infrastructure.

The General Plan calls for the preparation and adoption of specific plans to carry out the vision of the GP in an organized and orderly fashion. The UCSP implements the policies and objectives of the GPU to direct a portion of the growth expected to occur in the City over the next 20 years to the Urban Core Area, by providing zone changes, development regulations and design guidelines to accommodate future growth. Along with the plan for new land uses, the UCSP also identifies the proposed distribution, location, and extent and intensity of major components of public and private transportation, sewage, water, drainage, solid waste disposal, energy, and other essential facilities that would be located within the area covered by the plan and needed to support the land uses described in the plan.

This Appendix has been compiled using the various existing chapters of the UCSP and FEIR to provide a central location of the various components of the UCSP Public Facilities and Services Program, prepared pursuant to Chula Vista Municipal Code Section 19.07, Specific Plans, and the California Government Code, Title 7, Division 1, Chapter 3, Article 8, Section 65451.

Background

In the late 1980s, a citizen's initiative, referred to as the "Cumming's Initiative" was passed by a majority vote of the electorate and was incorporated as Chula Vista Municipal Code (CVMC) Section 19.80 (Ord. 2309 Initiative 1988). The purpose and intent of the initiative was generally to ensure the quality of life for the residents of Chula Vista through a variety of measures such as:

- · preserving the character of the community;
- · protecting the open space of the city;
- ensuring the adequacy of city facilities, school facilities, recreation, park facilities and services; fire and police and paramedic protection; water and sanitary sewer systems;
- ensuring the balanced development of the city; and
- ensuring that the future traffic demands do not exceed the capacity of streets.

The ordinance states that the intent is "not designed to halt quality growth, but to ensure that rampant, unplanned development does not overtax facilities and destroy the quality and home town character of Chula Vista". In order to accomplish this, the Ordinance requires the staged provision of public services and facilities commensurate with growth through funding mechanisms such as a system of fees, collected from developers at the time of new development. These fees are to be spent by the city, in a timely manner, on public facilities and services to ensure that new development will not have a negative impact on the residents of Chula Vista.

The City has specifically met the provisions of CVMC Section 19.80.020 through the implementation of funding mechanisms such as Development Impact Fees which are paid upon the issuance of a building permit and determined according to land use category. Other fee programs include the Transportation Development Impact Fee and Public Facilities Development Impact Fee that provide financing for

transportation and recreation facility improvements based on population, density and land use designation.

Since the passage of the Cummings Initiative in the late 1980's, many of the quality of life issues described above are now routinely addressed during the City's development review process. The City has established quality of life "thresholds" that are evaluated as part of the environmental review process for projects that are proposed and developed. The Growth Management Ordinance and Development Impact Fee Ordinances have been enacted to ensure that new development provides the timely payment of fees for public facilities needed as a result of new growth. Development Impact Fees (DIF) have been put in place to require new development to provide their proportionate contribution to public services and facilities. These include fees for sewer and storm drain improvements, park acquisition and development, public facilities and services, and traffic improvements. School impacts fees are required pursuant to Government Code 65996.

Monitoring programs have been developed to track the rate and effect of growth on an annual basis. For example, the City has established the traffic monitoring program, which annually monitors the actual performance of the street system by conducting roadway segment travel time studies. A Growth Management Oversight Commission has been established and annually reviews the growth management program. An annual report is submitted to the planning commission and the city council.

Public Facilities and Services Program for the UCSP

The UCSP includes an assessment of the proposed distribution, location, and extent and intensity of major components of public and private transportation, sewage, water, drainage, solid waste disposal, energy, and other essential facilities that would be located within the area covered by the plan and needed to support the land uses described in the plan. In addition, the UCSP includes a program of implementation

measures including regulations, programs, public works projects, and financing measures necessary to carry the plan.

Specifically, Chapters IX, X, XI and Appendix D of the UCSP and the UCSP FEIR 06-01, including the Mitigation Monitoring and Reporting Program (MMRP), provide an assessment of the demands on public facilities and infrastructure due to development that may occur as a result of the specific plan, and the plan and mechanisms to ensure public facilities and services occur commensurate with subsequent development. Chapter V (Mobility) and Chapter VIII (Public Realm Design Guidelines) provide an expanded discussion and illustrations of some of the public facilities, such as mobility improvements – traffic, pedestrian and bicycle— and other improvements such as parks and plazas).

As described in the UCSP and FEIR, subsequent new development would be required to provide adequate public services and facilities commensurate with their impact. Appendix D of the Urban Core Specific Plan – Public Facilities Implementation Analysis (PFIA) provides projected cost estimates, projected timing of facilities, and financing mechanisms and revenues. The revenues are based on projected tax increment and development impacts fees routinely collected as development occurs in the City. These existing City–wide Development Impact Fees (DIF) related to the provision of public facilities include:

- City-wide Park Acquisition and Development (PAD) Fee
- Public Facilities (PF) DIF (police, fire, libraries, and recreation facilities)
- Sewer fees
- Storm drain fees
- Traffic signal fees
- School impacts fees (collected pursuant to Government Code 65996)

These fees would continue to be collected from new development as it occurs in the urban core. Additionally, the Engineering Department will

begin developing a Transportation Development Impact Fee (TDIF) within the next year, to address additional funding for future long-term traffic intersection impacts that may occur as a result of "worst case" maximum buildout.

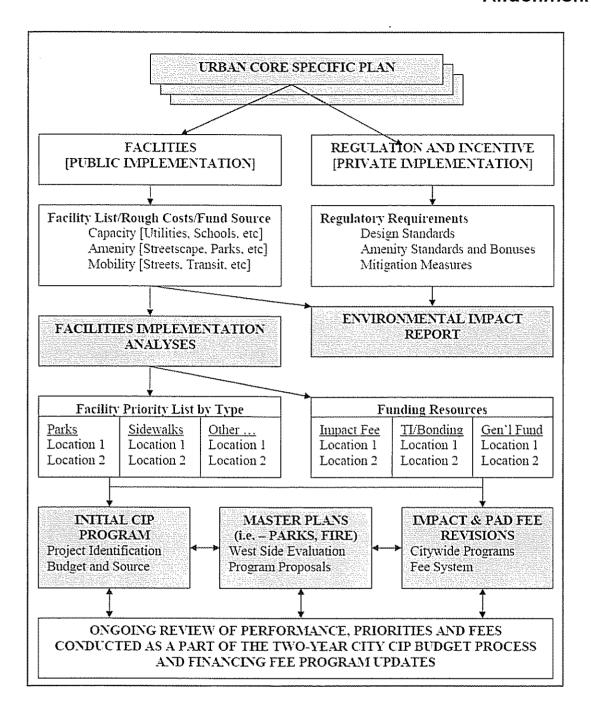
In addition, the UCSP FEIR, prepared as a Program EIR, includes an evaluation of the City's growth management quality of life thresholds at a programmatic level based on development projections over the course of the next 20 years. The EIR identifies mitigation measures which would be applied on a project-by-project basis during subsequent review of individual development projects. The Final EIR Mitigation Monitoring and Reporting Program (MMRP) provides a summary of the impacts analysis and/or mitigation measures for significant impacts that address provision of public services and facilities. The MMRP ensures that subsequent new development implements timely mitigation for impacts associated with new development, which includes but is not limited to the installation of infrastructure or payment of fees for needed public facilities as a result of new growth. These requirements would be assured through the subsequent discretionary design review and approval of future project specific Urban Core Development Permits.

Although the UCSP is intended to attract future development to the Subdistricts Area, the timing, location and extent of subsequent development projects are unpredictable because of the unique nature of urban revitalization. To further ensure the timely provision of public services and facilities, monitoring of on-going development activity would be assessed through the City's existing annual growth management monitoring and reporting. Monitoring programs, such as the traffic monitoring program which monitors the actual performance of the street system by conducting real time roadway segment travel time studies, would track the rate and effect of growth on an annual basis. In addition to the annual GMO review, the bi-annual Budget/CIP cycle and a five year status report would provide additional checks and balances of future growth. The integrated system of growth management programs, standards, regulations, facility master plans, funding systems and

Attachment 8

monitoring activities provide an effective system of checks and balances to ensure that the provision of public services and facilities keeps in step with new development.

The following is a flow chart which identifies the pertinent sections of the UCSP and FEIR that contain information regarding the long term implementation plan and process for the provision of public facilities and services commensurate with new demand.



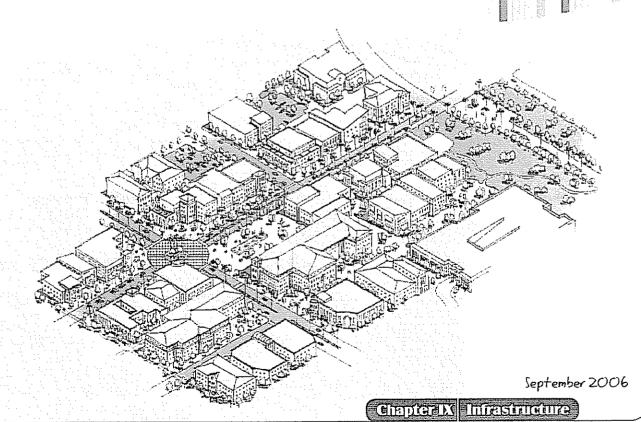
2. Existing Conditions and Needs Assessment

Chapter IX - Infrastructure and Public Facilities

Chapter X - Detailed Description of Improvements (Section E)

IX. Infrastructure and Public Facilities

A.	Introduction	IX-1
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Public Hearing Draft

IX. Infrastructure and Public Facilities

A. Introduction

The purpose of this chapter is to describe the infrastructure and public facilities applicable to the Specific Plan, including water supply, sewer, drainage, solid waste disposal, law enforcement and emergency services, schools, parks and recreation facilities, and energy and telecommunications. As part of its overall facilities planning and maintenance activities, the infrastructure related to the Specific Plan area has been studied during the City's General Plan effort. Since the Specific Plan implements the General Plan, these studies provide the basis of utilities and services needed for the Urban Core. Information from these studies and the corresponding city-wide implementation strategies are relied upon in large part for this chapter and have been brought forward into the Specific Plan for reference.

The Public Facilities and Services Element of the City's General Plan establishes a comprehensive strategy to provide and maintain infrastructure and public services for future growth without diminishing services to existing development. Public facilities collectively refer to utilities such as water, sewer, drainage, power and telecommunications services. Public services collectively refer to schools, library, law enforcement and fire protection. The City of Chula Vista includes public facilities and services in the General Plan that support and enrich the community including parks and recreation centers, art and cultural facilities and programs, childcare opportunities and health and human services. This chapter of the Specific Plan focuses on the General Plan proposals and criteria that have particular relevance to the Urban Core area.



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B. Growth Forecasts

Based on the City of Chula Vista's General Plan, the City's population is projected to reach approximately 300,000 by the year 2030. The General Plan (2005) includes intensification of retail, office and residential uses with relatively lower emphasis on industrial uses in western Chula Vista, as compared to the previous version. The General Plan also proposes the replacement of a significant amount of existing lower density commercial and residential development in western Chula Vista with mixed use and higher density residential types.

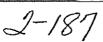
Within the Specific Plan area, the implementation of the General Plan will result in a net increase of 7,100 dwelling units, an increase of commercial retail development by 1,000,000 square feet, increase of commercial office development by 1,300,000 square feet and the introduction of 1,300,000 square feet of visitor serving commercial use. The net increase in dwelling units would result in a population increase for the plan area of 18,318 persons (using a factor of 2.58 persons per household).

The foregoing calculation of population relies largely on historic family size information. The changing form of western Chula Vista may alter these forecasts significantly. The population projection will be affected by any change in national and regional demographics brought about by rates of immigration, aging in the population and alterations in birth rates. Moreover, the kind and intensity of development proposed for the focus areas of the Specific Plan and the pace of development within the Specific Plan area may result in changes to the historically observed family size and makeup.

Historically, smaller attached dwellings in multi-family developments have historically had lower family sizes than single family housing. Recent infill and urban core neighborhood developments in the San Diego region reflect even lower household populations and fewer minors per dwelling, with many developments predominantly occupied by childless couples of all ages. Calculating and tracking trends in the occupancy of the planned multi-family dwellings of the Urban Core will be critically important to correctly plan and program for facilities such as parks and schools.

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C. Water, Sewer, Drainage and Solid Waste

1. Water Supply

Chula Vista has historically received the majority of its water supply from the San Diego County Water Authority (CWA). The CWA generally imports from 75 to 95 percent of this water from the Metropolitan Water District (MWD) of Southern California. The Sweetwater Authority provides water service to western Chula Vista, including the Specific Plan area. The Sweetwater Authority assures conformance to the same quality and service standards established by the State Department of Health Services (DHS) and the federal Clean Water Act. In addition to providing water supplies, the Sweetwater Authority provides emergency storage systems and implements conservation efforts.

Sweetwater Authority indicates approximately \$5 million in incremental capital costs for system improvements to serve western Chula Vista per General Plan projections. Approximately \$3 million of this amount will be for pipeline needs and the remaining \$2 million will go toward increasing treatment capacity at the Perdue Treatment Plant. These amounts reflects capital costs in excess of what is currently planned to accommodate growth under the 1989 General Plan. These capital improvements are addressed by the Sweetwater Authority through its development impact fee structure, which is subject to ongoing review during the 30-year plan development period.

2. Sewer

Sewer services are essential for public health, safety and welfare. The City maintains and operates sewer facilities in the form of wastewater/sewer pipelines. These facilities feed into the larger regional system for treatment and disposal.

The City is already engaged in planning and upgrading improvement projects and will continue to do so in a phased manner under an adopted wastewater master plan. Connection fees are the primary funding source for capital improvement costs.

The City of Chula Vista purchases wastewater treatment capacity from the City of San Diego's Metropolitan Wastewater System (METRO). This allows the City to treat and dispose of wastewater flows at METRO facilities. The City's future wastewater flows will exceed the current treatment capacity necessitating the need to purchase additional capacity (in a phased manner). The City of Chula Vista has purchased 19.8 million gallons per day (MGD) of capacity rights in the METRO Sewage System. Based on existing conditions in 2004, the City discharges approximately 16.6 MGD into the METRO Interceptor. Based on flow analyses, it is estimated that by the year 2030, the City will generate

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approximately 6.4 MGD of additional sewage. The General Plan (2005) projects an additional treatment capacity need of 1.57 MGD at buildout in western Chula Vista, which includes the projected demand of approximately 0.88 MGD for the Specific Plan area. These needed improvements equate to a cost of approximately \$20.4 million.

It is important to note that these are broad and preliminary estimates and are based largely on the wastewater generation rates stated in the Wastewater Master Plan, which will be subject to periodic update and review throughout the life of the Specific Plan. The City currently operates and maintains approximately 400 miles of sewer pipelines, ranging in size from 6 inches to 48 inches in diameter, as well as an extensive network of manholes, metering stations, pump lifts and lift stations (See Figure 9.1 Backbone Infrastructure for Wastewater Collection.)

The system is the subject of ongoing review and wastewater master plans. An update of the plan has been prepared in support of the General Plan Update (2005). In addition to maintaining the existing systems and replacing outdated components, the City must also address system upgrades and expansions to accommodate new sewer connections, especially in the eastern portion of the City. The costs of system upgrades, capacity and infrastructure management and planning is reflected in connection fees and sewer rates.

3. Drainage Infrastructure

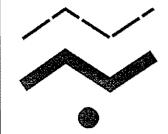
Drainage facilities are public improvements to control storm water runoff so that peak runoff does not threaten public health or safety in the form of flooding and erosion. The City maintains strict requirements for sediment control from water runoff, which are reviewed and applied to new development on a project-by-project basis. These requirements are found in various programs and policies, including the City of Chula Vista Grading Ordinance, Subdivision Manual, Storm Water Management Standards Requirements Manual, development and redevelopment projects and "best management practices" (BMP) requirements for construction sites.

The condition of the overall drainage system is the subject of a Drainage Master Plan, which is undertaken and continually monitored for any major deficiencies or problems. (See Figure 9.2 Drainage Channels.) Within already urbanized areas such as the Urban Core, most needed drainage facilities are already in place, and since runoff is largely not changed by the redevelopment of one land use into another, the system of facilities for storm water runoff are equally largely in place. With the monitoring and review of construction and water quality practices conducted for each development project, the City, working through its Drainage Master Plan has a program in place to control runoff and meet applicable water quality standards.

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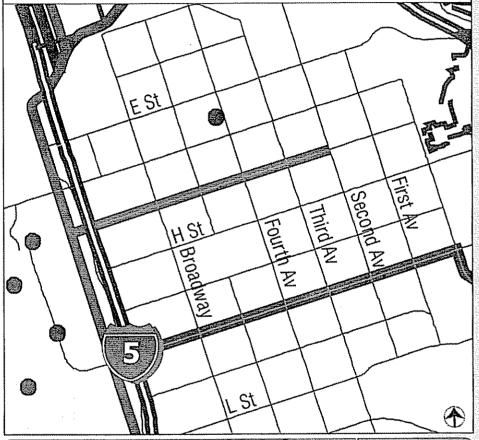
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City Boundary Sewer Trunks Pump Stations





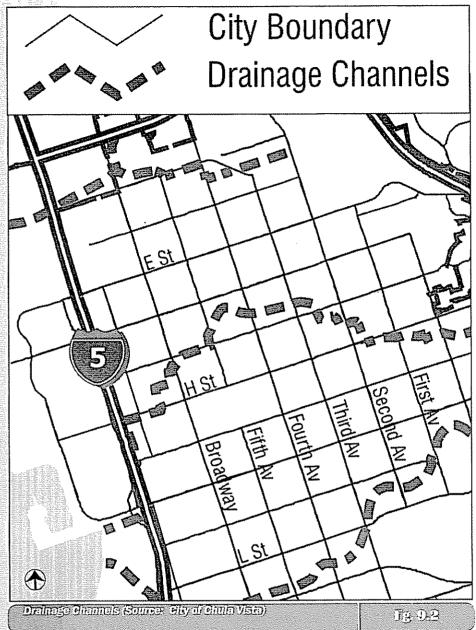
Backbone Infrastructure for Wastewater Collection (Source: City of Chuin Vista)

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Chula Vista is part of the San Diego watershed area. The San Diego watershed area's National Pollutant Discharge Elimination System (NPDES) permit requires that all runoff be treated so that pollutant levels at the storm water outfalls are minimized to the maximum extent practicable. Subsequently, drainage infrastructure may need to be constructed or modified to insure that "first flush" pollutants are captured through the Chula Vista Storm Water Management Unit. Typically, NPDES on-site detention/desiltation facilities will be required on development projects. The City will maintain its ability to enforce adequate maintenance of these facilities. The Environmental Element of the General Plan (2005) also addresses drainage issues throughout the City as they relate to water quality.

Chila Vista

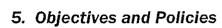
4. Solid Waste Infrastructure and Operations

The City of Chula Vista has established an exclusive franchise collection agreement with Pacific Waste Services for the removal, conveyance, and disposal of any non-recyclable waste. The agreement is in effect through June 2028 with extension clauses for both City and Pacific Waste Services. The agreement includes a number of programs and incentives for the franchise and the public to maximize recycling and other forms of landfill diversion. Pacific Waste's parent company, Allied, owns and operates both the Otay Landfill and the Sycamore Canyon Landfill located further north in San Diego County. Most of the solid waste generated in the City is disposed at the Otay Landfill.

The Otay Landfill is estimated to reach capacity in the year 2028. In south San Diego County, an area in East Otay Mesa was previously identified by the County as a tentative site. However, the County is no longer pursuing landfill siting at this location and there are no private siting efforts currently proposed. Once the Otay Landfill is closed, it is anticipated that a portion of the site could be used for a trash transfer facility and/or a Material Recovery Facility (MRF) where recyclables are prepared for secondary markets. The City has also acquired rights to approximately 30 acres of space at the Otay Landfill for a composting facility when the landfill closes. Therefore, continued efforts to expand recycling and to accommodate compostable materials will reduce future waste transfer costs.

The City has the ability to control waste production within its general plan area, including the Urban Core. Current solid waste management strategies include source reduction, recycling and composting to decrease the waste stream impacting landfills.

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Objectives and policies directing water, sewer and drainage facilities are arranged around specific topics or issues. The following pages describe an issue or topic and how the City has planned for adequate service for the Specific Plan through the General Plan policies. Supporting objectives and policies follow the discussion.

a. General Plan Discussion: Keeping Pace with Growth and Maintenance Needs (Water, Sewer, Drainage) (PFS 1)

The City and its servicing districts strive to maintain existing water, sewer and drainage facilities to meet current and future demand and to comply with federal, state, and local requirements. The challenge posed by density increases in older parts of the City system is to repair existing deficiencies and maintain and possibly upsize older infrastructure. Over time, as the City continues to expand and additional water, sewer and drainage facilities are added, the demand for maintenance, along with associated fiscal impacts, will also grow.

Recent assessments have been completed to address water supply, wastewater and drainage facilities. The Water Supply Assessment prepared by the Sweetwater Authority dated June 8, 2005 evaluates existing conditions and future water needs for the Specific Plan. Existing average water demand for the Specific Plan area is cited as 1.96 MGD with a projected average water demand of 3.54 MGD at 2030 buildout. The Sweetwater Authority, Metropolitan Water District of Southern California and San Diego County Water Authority are implementing plans that include projects and programs to help ensure that the existing and planned water users within Sweetwater Authority's service area have an adequate supply. By using a variety of water supply sources, including importation, the Sweetwater Reservoir, National City Wells, and Reynolds Desalination, and by implementing conservation programs, sufficient water supply will be available for anticipated development under the Specific Plan.

The Wastewater Master Plan, prepared by PBS&J for the City of Chula Vista and dated May 2005, provides a comprehensive review and evaluation of the City's wastewater collection, conveyance, and treatment capacity requirements under existing and ultimate buildout conditions. Specific recommendations are made for the repair, upgrading, and buildout of wastewater collection and pumping facilities. The City currently has capacity rights in the METRO system (comprised of conveyance, treatment, and disposal facilities) equal to 19.8 MGD and will soon be allocated additional capacity through a re-rating process currently underway.

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Wastewater facility improvements recommended for the Specific Plan area include:

- Colorado Street Sewer Main (replace 1,314 feet of pipe between K Street and J Street)
- Center Street Main (replace 630 feet of pipe between Fourth Avenue and Garrett Avenue)
- Police Station Department (SPS-01) New Pump Station
- G Street (SPS-02) New Pump Station

The Wastewater Master Plan also provides sewer system design standards and capital improvements program recommendation,s as well as a capacity fee update and facilities financing plan for both METRO facilities and Chula Vista pipelines, to ensure adequate wastewater facilities are provided for the Specific Plan area.

The 2004 Drainage Master Plan prepared by PBS&J for the City of Chula Vista consists of a city-wide hydrologic analysis and an updated version of the City's storm water conveyance system GIS database. The Drainage Master Plan includes 21 stand-alone technical appendices, each one with hydraulic calculations and accompanying 200-scale work maps. The hydraulic analyses were prepared for the 50-year and, where required, 100-year storm events for existing and projected conditions. Recommendations are provided for replacement of corrugated metal pipe (CMP) storm drain facilities as well as other capital improvement strategies. Additional updates and recommendations will be available upon the County of San Diego's completion of a calibration study to supplement the existing Hydrology Manual.

General Plan Policies Related to the Urban Core

 "For new development, require on-site detention of storm water flows such that, where practical, existing downstream structures will not be overloaded. Slow runoff and maximize on-site infiltration of runoff." (PFS 1.4)

Development within the Urban Core will be reviewed within the context of the drainage master plan and water quality rules applicable to the development, on a project-by-project basis.

2) "To avoid recently improved streets from being torn up repeatedly, maintain a comprehensive facility phasing and capital improvement program. The program should be based on anticipated land development and be conducted in coordination with all utilities." (PFS 1.6)

The Urban Core facilities program, summarized in the following chapter, sets out timeframes for the improvement of streets, sidewalks

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and other improvements. These timeframes will be coordinated with the master plans for sewer and drainage to minimize disruption of public streets.

3) "Identify ways to obtain timely funding for public facility and service needs. Upon request by community representatives, facilitate the possible formation of assessment districts to finance public infrastructure, upgrades and maintenance." (PFS 1.7)

The criteria are largely applicable to eastern territories, where master planned communities can facilitate the implementation of such districts. The implementation program for the Urban Core will act in a similar fashion to program and time facilities with need.

The above-described Water Supply Assessment, Wastewater Master Plan and Drainage Master Plan analyze the existing and future facilities needs for Chula Vista, including the Specific Plan area. With implementation of recommended improvements and programs, adequate facilities will be provided to serve the Urban Core as relates to water, wastewater and storm water drainage.

b. General Plan Discussion: Meeting Demand Through Alternative Technologies (PFS 2)

Growth will generate increased demand for water delivery and for sewer and drainage systems throughout the City. Water will continue to be a limited resource in semi-arid southern California. The ability to treat wastewater will be affected by the limitations of the San Diego Metro system. Drainage facilities will need to handle increased storm water runoff and potential pollutants in the face of increased growth and diminishing supplies of land. Building more infrastructure and acquiring more capacity can and should be offset by using alternative technologies to handle demand both in the older established parts of the City and in the newly developing areas. The following objective and policies address meeting resource and service demands through use of alternative technologies.

General Plan Policies Related to the Urban Core

 "As part of project construction and design, assure that drainage facilities in new development incorporate storm water runoff and sediment control, including state-of-the-art technologies where appropriate." (PFS 2.2)

The City conducts and maintains a Storm Water Master Plan. It also reviews new development in a manner consistent with the applicable water quality standards.

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c. General Plan Discussion: Long-Term Water Supplies (PFS 3)

The California Water Code requires all urban water suppliers within the state to prepare urban water management plan(s) and update them every five years, in years ending in five or zero. The plans are to identify supply and demand, infrastructure and funding. In accordance with the Act, the County Water Authority (CWA) adopted an Urban Water Management Plan in 2000 and will be updating it in 2005. The 2000 Plan forecasts total projected water demand for the entire area served by the CWA as 813,000 acre-feel of water in the year 2020. This figure includes municipal, industrial and agricultural demand and is adjusted for conservation savings. The report estimates total projected local water supplies in the year 2020 as 223,500 acre-feet. Local water supplies include surface water, water recycling, groundwater and seawater desalination. Through a shortage contingency analysis, the report also concludes that the CWA and its member agencies, through Emergency Response Plans (ERP) and Emergency Storage Projects (ESP), are taking actions to prepare for and appropriately handle a catastrophic interruption of water supplies.

While the CWA relies almost entirely on water imported from outside the region, the Sweetwater Authority has historically imported less than half of its water to meet demand. The Authority's remaining supply has been from two large local surface water reservoirs, Sweetwater and Loveland, which store surface runoff from the Sweetwater River. The Authority also adheres to development of additional local resources such as groundwater pumping and groundwater desalination. As the City grows, the need to identify the long-term supply of water continues.

The Water Supply Assessment prepared by the Sweetwater Authority dated June 8, 2005 evaluates existing conditions and future water needs for the Specific Plan. Existing average water demand for the Specific Plan area is cited as 1.96 million gallons per day (MGD) with a projected average water demand of 3.54 MGD at 2030 buildout. The Sweetwater Authority, Metropolitan Water District of Southern California and San Diego County Water Authority are implementing plans that include projects and programs to help ensure that the existing and planned water users within Sweetwater Authority's service area have an adequate supply. By using a variety of water supply sources, including importation, the Sweetwater Reservoir, National City Wells, and Reynolds Desalination, and by implementing conservation programs, sufficient water supply will be available for anticipated development under the Specific Plan.

General Plan Policies Related to the Urban Core

1) Assist the water agencies (Sweetwater Authority) in preparing and maintaining Urban Water Management Plans that identify water demand anticipated by existing and new development. (PFS 3.1)

This activity will largely occur through city-wide development monitoring and reporting.

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d. General Plan Discussion: Long-Term Sewer Capacities (PFS 4)

The City maintains and regularly updates a Wastewater Management Plan to evaluate the adequacy of the existing wastewater collection system to sustain the long-term growth of the City. The Wastewater Management Plan helps the City budget for Capital Improvement Projects (CIP), allocate resources for the acquisition of additional sewage capacity, and determine the short and long-term sewer capacity needs of the City.

General Plan Policies Related to the Urban Core

 "Continually monitor wastewater flows and anticipate future wastewater increases that may result from changes in adopted land use patterns." (PFS 4.1)

As cited above, the City's Wastewater Master Plan is undertaken to identify needed expansions, which are paid for by connection and service fees.

e. General Plan Discussion: Providing for Solid Waste Disposal (PFS 24)

The following objective and policies address the efficient handling of solid waste throughout the City. The important and related topics of reducing overall solid waste and of handling hazardous wastes are addressed in the Environment Element, Chapter 9 of the City of Chula Vista's General Plan. The Otay Landfill is estimated to reach capacity within the next 23 years, requiring closure of the facility. Meeting future needs of the planning area may require the creation of a regional transfer station, where solid waste collected from individual collection routes is transferred into large trucks for disposal. The transportation of solid waste to an alternate site must occur in an efficient manner that restricts adverse circulation, visual, and noise impacts.

General Plan Policies Related to the Urban Core

1) "Plan for adequate systems and facilities to manage the City's solid waste generation, treatment and disposal." (PFS 24.1)

Solid waste programs and recycling are addressed through city-wide programs. Design Guidelines are provided in the Specific Plan for future development which reflect the ability to service for trash and recycling collection.

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D. Law Enforcement, Fire Protection and Emergency Services

1. Facilities and Services

In the City of Chula Vista, fire protection and emergency medical services are provided by the Chula Vista Fire Department. Law enforcement services are provided by the Chula Vista Police Department. Fire stations are dispersed throughout the City, while police facilities are centered in headquarters located in downtown Chula Vista (See Figure 9.4 Police and Fire Station Locations.) The current Fire Station Master Plan calls for nine fire stations, eight of which have been constructed. The Master Plan is being updated to reflect changes to General Plan and to respond to a revised set of performance criteria as proposed in the Fire Department Strategic Plan. Therefore, the number and location of future fire stations, along with how the stations are equipped, is subject to change.

To maintain the high level of dependable, competent fire protection and emergency medical services the City enjoys, several strategies will continue to be employed. The City will continue to use a growth-related service standard, through its Growth Management Ordinance and program, to help determine if public safety is adequately protected. Fire Department staffing and equipment will continue to be expanded as needed to meet the service standard and to minimize hazards to the firefighters and public, in conformance with changes to the updated Fire Department Master Plan. The Fire Department will continue to enhance its capabilities and staffing through mutual aid agreements with fire departments in the surrounding communities.

Similar strategies also facilitate the provision of law enforcement services that meet the City's needs. The Department will continue to monitor calls for service, analyze crime statistics and resident survey data, and make changes in staffing and patrols to reflect the growing community's needs.

Effective fire protection, emergency medical, and law enforcement services require two-way relationships with the community. The unique needs and conditions in the community must be understood and the community must lend support to the various programs and efforts of the Police Department and Fire Department. The City encourages active participation by the Fire and Police Departments in all facets of community life, including involvement in area business, senior, and youth activities.



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2. Disaster and Emergency Response Program

State regulations establish the Standardized Emergency Management System, or SEMS. The system includes requirements for incident command systems, multi-agency coordination systems, mutual aid agreements and the "operational area" concept. As an agency (municipality) with emergency response capability within the state, Chula Vista is required to use the SEMS system.

Chula Vista provides for the preparation and carrying out of plans for the protection of persons and property within the City in the event of an emergency (Municipal Code, Chapter 2.1.4 Emergency Organization Department). The Code requires coordination of the emergency functions of the City with other public agencies, corporations, and organizations.

There may be occasions when a limited scale evacuation is the appropriate response to an emergency situation. Under these circumstances, people should be evacuated to neighborhood and community schools, hospitals and public facilities, where they could receive adequate care and treatment. In the event of a major disaster, where a large part of the City may require evacuation, the circulation routes serving the Specific Plan area are:

- I-5, I-805, and SR-54
- E Street, H Street, J Street, and L Street
- Broadway, Fourth Avenue, Hilltop Drive, and Third Avenue

The Disaster Management Act of 2000 requires that, in order to remain eligible for post-disaster Federal Emergency Management Agency (FEMA) funding after November 2004, every jurisdiction in the United States must have an approved Hazard Mitigation Plan (HAZMIT Plan) to address the management of and response to emergency situations. In addition, to be eligible for pre-disaster FEMA funding for use in hazard mitigation, each jurisdiction's approved HAZMIT Plan must include the planned uses of these funds. The City of Chula Vista adopted a HAZMIT Plan in May 2004 to help mitigate impact to the City in the event of a natural or man-made disaster. The City's HAZMIT Plan was included in the San Diego County Multi-Jurisdictional HAZMIT Plan submitted to FEMA for approval in compliance with Federal Law.

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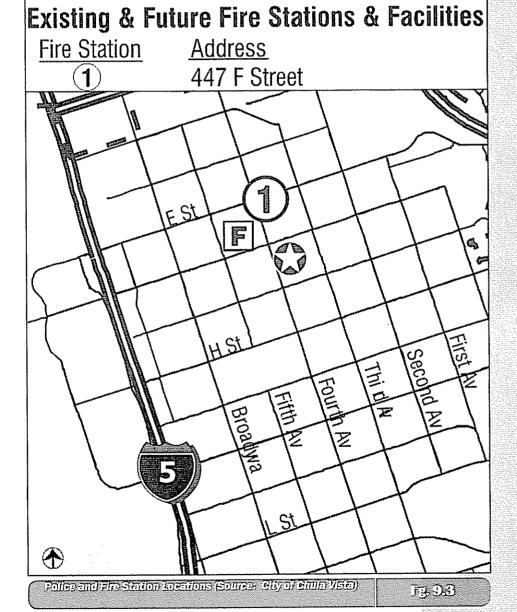


City Boundary
Police Headquarters
Existing Fire Station



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3. Objectives and Policies

Objectives and policies directing law enforcement, fire protection and emergency responses are arranged around specific topics or issues. The following pages describe an issue or topic and how the City has planned for adequate service for the Specific Plan through the General Plan. Supporting objectives and policies follow the discussion.

a. General Plan Discussion: Keeping Pace with Growth (Police, Fire Protection & Emergency Medical Service) (PFS 5)

The City of Chula Vista has experienced significant residential growth over the last decade. The majority of new growth has occurred in the east, where continued relatively high growth is expected in the coming years, along with density increases in the west. Fire protection, emergency medical service and police services will need to expand to match the demand brought on by this anticipated growth.

While fire stations are located throughout the City, the Police Department maintains one police headquarters, located in the western portion of the City. The police headquarters is sufficient to accommodate the growth projected in the Specific Plan.

General Plan Policies Related to the Urban Core

- 1) "Continue to adequately equip and staff the Fire Department to ensure that established service standards for emergency calls are met." (PFS 5.1)
- 2) "Upgrade fire and emergency medical equipment as required to protect the public from hazards and to ensure the safety of the fire fighters." (PFS 5.2)

b. General Plan Discussion: Emergency Response and Development (PFS 6)

General Plan policies and Growth Management standards tie new development and redevelopment to the provision of adequate public facilities and services, including police and fire protection. Some design characteristics, such as narrow street widths, aim to create walkable communities, serve to establish an overall neighborly atmosphere, and tend to reduce traffic speeds. In mixed use neighborhoods, density increases may result in taller buildings. The evolving urban form and the cumulative increase in development will affect emergency service response times as well as the equipment, facilities and personnel needed for fire and police services.

"Crime Prevention Through Environmental Design" (CPTED) is a method of incorporating design techniques into projects to help reduce the potential for

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crime. CPTED is used in the development of parks, residential and commercial projects, schools, transit stations and parking lots to reduce the number of calls for service. The reduced call volume may favorably impact response times. CPTED includes the use of four primary strategies:

- Providing natural access control into areas,
- Improving natural surveillance (i.e., increasing "eyes on the street"),
- Maintaining and managing a property to reduce crime and disorder, and
- Using territorial reinforcement to distinguish private space from public space.

General Plan Policies Related to the Urban Core

- 1) "Continue to require new development and redevelopment projects to demonstrate adequate access for fire and police vehicles." (PFS 6.1)
- 2) "Require new development and redevelopment projects to demonstrate adequate water pressure to new buildings." (PFS 6.2)
- 3) "Encourage Crime Prevention Through Environmental Design (CPTED) techniques in new development and redevelopment projects." (PFS 6.3)

Project review within the Specific Plan shall include the abovelisted criteria. Design requirements and recommendations found in Chapter VII - Design Guidelines require future projects within the Specific Plan area to incorporate CPTED principles.

c. General Plan Discussion: Emergency Response Program (PFS 7)

A city-wide emergency response program provides the framework for responding to any type of emergency or disaster that might occur in Chula Vista. Accomplishing efficient emergency response involves coordination with other agencies regarding disaster preparedness, preparation and regular update of the emergency response plan, education of residents and businesses about the plan and about evacuation routes, and periodic training of City staff and other emergency response staff to effectively implement the plan.

General Plan Policies Related to the Urban Core

All General Plan policies within this criterion are implemented city-wide.

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d. General Plan Discussion: Post Emergency Response (PFS 8)

In the event of disasters and emergencies, a swift and efficient response minimizes injuries, casualties and property damage. Planning post-disaster operations ensures the safety, health and welfare of our residents by allowing critical operations to continue as expeditiously and efficiently as possible following a catastrophic event. Post-disaster analysis will help the City improve safety plans and responses.

General Plan Policies Related to the Urban Core

All General Plan policies within this criterion are implemented city-wide.

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E. Schools

1. School Facilities

Excellent schools are assets to any community. Two school districts serve the City. Chula Vista Elementary School District (CVESD) operates kindergarten through sixth grade; Sweetwater Union High School District (SUHSD) operates junior and senior high schools and ancillary programs. Higher education is available through Southwestern Community College.

As of 2004, the CVESD operates 42 schools and the SUHSD operates 26 schools, both within and outside the boundaries of the City of Chula Vista. (See Figure 9.4 Existing Primary and Secondary Schools Serving Chula Vista.) Both districts actively plan for modernization and expansion of campuses to accommodate anticipated increases in enrollments. The districts have completed improvements through modernization programs and bond issues or prepared modernization plans in preparation for construction.

2. Objectives and Policies

Objectives and policies impacting schools are arranged around specific topics or issues. The following pages describe an issue or topic and how the City has planned for adequate service for the Specific Plan through the General Plan. Supporting objectives and policies follow the discussion.

a. General Plan Discussion: Keeping Pace with Growth and Technology (School Facilities) (PFS 9)

Population growth in western Chula Vista may impact existing, older school facilities. Modernization of school campuses is expected to continue as the school districts plan for facility improvements. Technology continues to change the work place and the social and cultural environments of our community. The school system, which helps shape our children and our future, must keep pace with development. While siting of schools falls under the jurisdiction of the local school districts, not the City, it is the City's intent to facilitate the district's efforts to provide school services.

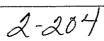
General Plan Policies Related to the Urban Core

1) Continue coordinating with local school districts during review of land use issues requiring discretionary approval to provide adequate school facilities, to meet needs generated by development, and to avoid overcrowding in accordance with guidelines of Government Code 65996(b). (PFS 9.1)

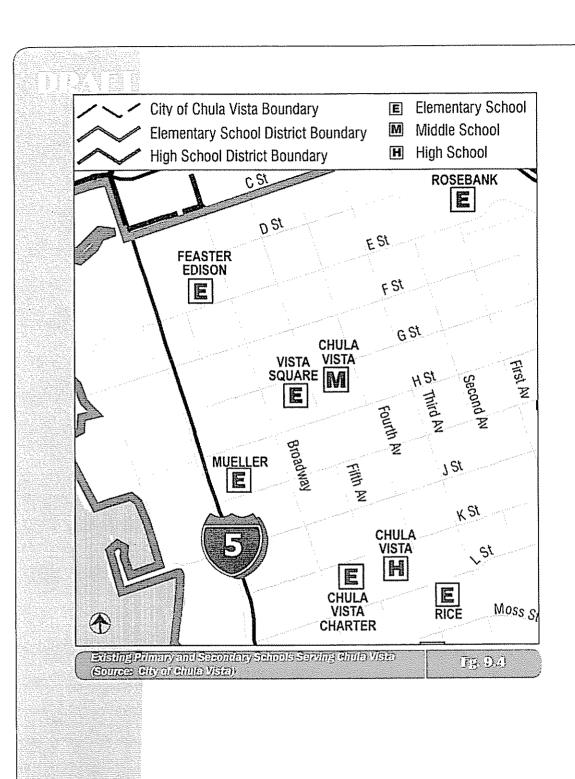
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- 2) Encourage the consideration of new approaches to accommodate student enrollments, including alternative campus locations and education programs. (PFS 9.2)
- 3) Assist school districts in identifying and acquiring school sites for new construction in needed time frames. (PFS 9.3)
- 4) Assist school districts in identifying sources of funding for the expansion of facilities in western Chula Vista as needed based on growth. (PFS 9.4)
- 5) Work closely with the school districts to identify needs for public education facilities and programs, including developing and expanding extracurricular recreation and educational programs for primary, secondary, and adult education, and providing state-of-the-art information services. (PFS 9.5)

The foregoing policies reflect the need to plan and implement schools over the relatively long period of development implementing the Specific Plan. Cooperation in projecting growth and monitoring new development and the resulting demographics will assure that existing schools are expanded or new schools are built at the time of need.

b. General Plan Discussion: Site Location and Design (School Facilities) (PFS 10)

School districts control site selection and school design. In all instances, safe pickup and drop-off of students is a primary concern. Schools are generally designed with the intent of adding modular units to accommodate temporary spikes in student enrollment. While both Chula Vista school districts use this strategy, drawbacks include the fact that the units displace parking, open space and recreation areas. Some schools in western Chula Vista are already running out of limited buildable space and have no room to expand the campuses horizontally in the current land locked locations.

General Plan Policies Related to the Urban Core

1) "Continue to coordinate and make recommendations to the school districts and property owners and developers on the location, size and design of school facilities relative to the location in the community. Encourage school districts to consider joint use and alternative structural design such as multi-story buildings where appropriate." (PFS 10.1)

Alternative structural designs will be especially important within the Urban Core due to land availability.

2) "Encourage the central location of new schools within the neighborhoods or areas they serve so as to further community development and enhance the quality of life." (PFS 10.4)

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3)	"Coordinate with the school districts on the design of school grounds and fields to provide for use of these facilities by the City's Youth Sports Council leagues." (PFS 10.5)
	Joint use of facilities by the City and the School District can maximize the public use of school and park sites.
	the public use of school and park sites.
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F. Parks and Recreation

1. Facilities and Programs

Parks and recreation facilities and programming are essential to the health and welfare of the individuals living and working in the City of Chula Vista. Parks can provide a relief from the stress of daily life and can contribute to neighborhood engagement, economic development and community revitalization. The different types of parks and recreation facilities found in Chula Vista are described below. (See Figure 9.5 Existing and Proposed Public Parks and Recreation Facilities.)

Community parks, designed to serve more than one neighborhood, are ideally 30 or more acres and provide a wide variety of facilities, including swimming pools, playing fields, recreation centers, cultural centers and picnic areas. Neighborhood parks are intended to serve local residents; range in size from 5 to 15 acres; and include open play space, playing fields, play equipment and picnic areas. Mini parks consist of both public and private facilities, are typically less than four acres in size, serve a small number of homes, and contain very limited facilities such as a tot lot or play structure and some grass play area. Public mini parks are typically located in the older western portion of the City.

Urban parks are generally located in urban downtown areas and may contain facilities such as public plazas, tot lots, play structures, public art features, sports courts (such as basketball or tennis), walking/jogging trails, dog walk areas, picnic or seating areas, some grass play area, and trees. Urban parks, which will occur where infill and redevelopment activity is likely to occur, may be considered for public park credit as a necessary component of an overall park service solution where available and affordable land is scarce. Similar to mini parks, urban parks may serve a smaller number of homes than neighborhood parks, depending on the ultimate housing density within the service areas. Urban parks will typically be less than four acres in size. Recreation facilities are generally located within community parks and include community centers, gymnasiums, swimming pools, youth centers, and senior centers.

Several related documents address the development of parks and recreation facilities in the City. The Chula Vista Parks and Recreation Master Plan, adopted in November 2002, contains an inventory of existing parks and recreations facilities, a needs assessment, and policies to implement the General Plan. The Master Plan envisions the City's park and recreation facilities as an integrated system of amenities, programs and services interwoven throughout over 700 acres of parkland to meet the expressed needs of the community.

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The Greenbelt Master Plan identifies segments of an overall backbone system of 28 linear miles of open space and parks that encircle the City. It discusses unique opportunities for a continuous trail system to link City parks and other resources outside of the City boundary.

2. Objectives and Policies

Objectives and policies directing parks and recreation facilities and programs are arranged around specific topics or issues. The following pages describe an issue or topic and how the City has planned for adequate service for the Specific Plan through the General Plan. Supporting objectives and policies follow the discussion.

a. General Plan Discussion: Keeping Pace with Growth (Parks and Recreation) (PFS 14)

The City strives to maintain existing parks and recreation facilities, to offer recreational programs to meet current demand, and to plan and construct new parks and facilities and develop new programs to meet future demand due to growth. The majority of residential growth in the last decade has occurred in eastern Chula Vista; however, it is anticipated that significant growth will occur in both the east and the west in the future.

The Parks and Recreation Master Plan and Public Facilities Development Impact Fee program provide direction and financing for the size and location of parks and recreation facilities, based on population, density and land use designation.

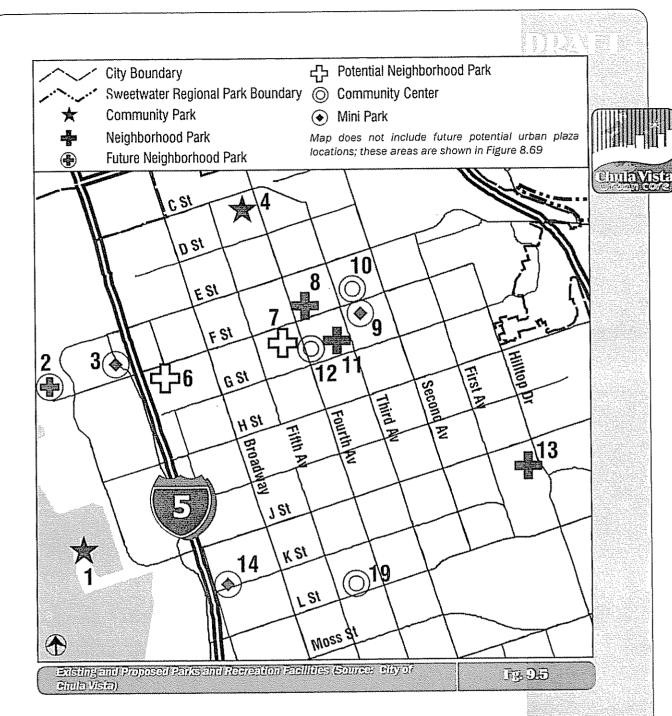
Timely development and the provision of facilities, staffing, and equipment that is responsive to growth and community demands and expectations are important.

General Plan Policies Related to the Urban Core

- 1) "Maximize the use of existing parks and recreation facilities through upgrades and additions/changes to programs to meet the needs of the community." (PFS 14.1)
- 2) "Construct new parks and recreation facilities that reflect the interests and needs of the community." (PFS 14.2)
- 3) "Continue to maintain and update the Chula Vista Parks and Recreation Master Plan, the Greenbelt Master Plan, the Park Dedication Ordinance and the recreation component of the Public Facilities Development Impact Fee, as needed." (PFS 14.3)

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- 4) "Use park dedication, location, site design and acceptance standards as provided in the Chula Vista Parks and Recreation Master Plan, the Park Dedication Ordinance and the Recreation DIF, as may be amended from time to time." (PFS 14.4)
- 5) "Work with proponents of new development projects and redevelopment projects at the earliest stages to ensure that parks, recreation, trails and open space facilities are designed to meet City standards and are built in a timely manner to meet the needs of residents they will serve." (PFS 14.5)
- 6) "Design recreation programs to reflect the interests and recreation needs of the children, teens, adults, and seniors living in our ethnically diverse city." (PFS 14.6)
- 7) "Explore opportunities for collaborations and partnerships with local organizations, expand use of volunteers, and develop commercial recreational facilities that meet public demand and need." (PFS 14.7)
- 8) "Continue to provide adequate park maintenance, park ranger service recreation services, staffing, and equipment to ensure safe, well-maintained facilities." (PFS 14.8)

The foregoing policies will apply to recreation and park facilities within the Urban Core. The Parks and Recreation Master Plan and development impact fee programs will be monitored during the life of the Specific Plan and updated to meet service and demographic needs of the community.

b. General Plan Discussion: Meeting Park Demand (PFS 15)

Historic park development in western Chula Vista has been impacted by several factors: pre-existing park development standards that differ from current City standards, the Quimby Act - state legislation limiting park dedication requirements for new development, and Proposition 13- state legislation limiting property tax revenues. Increased residential densities and intensity of development will create a corresponding increase in demand for recreation facilities and programs. The current city-wide standard for new development provides for either the dedication or development of 3 acres of parkland for every 1,000 residents or the payment of in-lieu fees. The City's Recreation Development Impact Fee provides a funding mechanism for development of new recreation facility requirements. City-wide parkland and recreation development policies to guide future ordinances and master planning are identified below.

Scarce land tends to make parkland acquisition costs (in terms of cost of land and displacement) in western Chula Vista significantly higher compared to

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the City's eastern territories. While future growth will result in the need and requirement for additional parklands and recreational facilities, there will be increased difficulty in securing appropriate park and recreation sites in western Chula Vista where land is largely built out. Lack of vacant and underutilized land, and/or competing demands and uses for land in the west provide challenges to increasing the park and recreation facility inventory. Maximizing the utility of existing parks and recreation facilities through renovation and expansion and consideration of non-active recreational uses within existing recreation needs is important in the western portion of the City; while this strategy will not provide additional park acreage, it will partially meet the needs of future residents. In addition to parkland acquisition efforts, potential solutions for new park sites include the covering of portions of I-5 to create park and open space areas and joint-use of school classrooms, playing fields and sports courts by the public via joint-use agreements. The provision of a community center within urban development areas should be considered, possibly within a new mixed-use environment.

An overall combination of park and recreation facilities that will serve all Chula Vista residents is planned. While a majority of the future demand for facilities may be met within planned public park sites, there will continue to be a need to rely on quasi-public park sites and joint-use facilities to increase the recreation facility inventory in the City. Details and strategies for meeting park demand will be addressed further through comprehensive revisions to the existing Parks and Recreation Master Plan.

General Plan Policies Polices Related to the Urban Core

- 1) Continue to pursue a city-wide standard for the provision of developed parkland for new development projects on a basis equivalent to three acres per estimated one thousand new residents. (PFS 15.1)
- Consider a combination of land dedication, improvements, and/or inlieu fees for park development improvements in the Northwest and Southwest Planning Areas to better serve the public park and recreation needs of future residents. (PFS 15.2)
- 3) Consider a broad mix of park types and facilities toward meeting park requirements in the Northwest and Southwest planning areas in response to existing development conditions and lack of land availability. Such facilities could include urban parks, plazas, neighborhood parks and community parks to meet the parkland dedication requirements of new development in the west. (PFS 15.3)
- 4) Promote the inclusion of park and recreation facilities in or near redevelopment areas to both serve the new development and to contribute to meeting existing park and recreation needs. (PFS 15.4)

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- 5) Use park dedication, location and site design and acceptance of dedication standards as provided in the Chula Vista Parks and Recreation Master Plan, the Park Dedication Ordinance and the Recreation Development Impact Fee (DIF) program, as may be amended from time to time. (PFS 15.5)
- 6) Amend the Parks and Recreation Master Plan to add a new "urban park" definition for parks that may be developed within western Chula Vista, subject to specific siting, design and park dedication and credit criteria. (PFS 15.8)
- 7) Pursue the funding, design and development of a connected park as part of the Civic Center complex which links Will T. Hyde/Friendship Park, the Civic Center and Parkway Memorial Park. (PFS 15.10)
- 8) Consider the design of non-traditional, uniquely themed parks in the Urban Core and Bayfront that are "stand-alone" attractions or destinations, having unique character and features. (PFS 15.11)

The foregoing polices will guide implementation of parks and facilities within the Urban Core.

The Specific Plan area is expected to have a system of public parks, plazas, promenades, and paseos that will contribute to the parks and recreation facilities that currently exist in the City. The following parks and open spaces exist or are expected to be constructed in the Specific Plan area.

Existing:

- Eucalyptus Park, approximately 18 acres
- Will T. Hyde/Friendship Park, approximately 4 acres
- Norman Park & Community Senior Center, approximately 1.5 acres

Proposed:

- Lower Sweetwater, approximately 15 to 20 acres
- Memorial Park Annex, approximately 3 to 5 acres
- Promenade Park west of Broadway, approximately 12 to 15 acres

In addition, a series of urban plazas are envisioned along Third Avenue, H Street, and Broadway, as well as a pedestrian promenade along F Street connecting downtown Third Avenue with the bayfront, which will also add recreational value to urban life.

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c. General Plan Discussion: Joint Use of Park and School Facilities (PFS 18)

Increased intensity of development in western Chula Vista and lack of vacant and underutilized land for park facilities will result in an increased demand on parks and schools for recreational facilities. Joint use of facilities provides an opportunity for the school children and the general public to mutually benefit.

Public demand for field space for youth leagues exceeds the City's supply of sports fields in City parks, due to competing demands with adult athletic leagues and the sheer number of youth sports teams to accommodate. The City currently relies on individual elementary, middle, and high schools to allow use of the schools' fields by Youth Sports Council leagues.

General Plan Policies Related to the Urban Core

- 1) Promote the City Council and the Boards of the two School Districts entering into long-term master agreements to allow allocation of school fields to the City's Youth Sports Council leagues via a process administered by the City, and to allow after-school use of classrooms at different schools for recreation classes. (PFS 18.1)
- 2) Coordinate with the School Districts on the design of school grounds and fields to provide for use of these facilities by the City's Youth Sports council leagues. (PFS 18.2)
- 3) Consider siting elementary schools adjacent to neighborhood parks, where feasible, to allow for expanded use of the school grounds and classrooms by the general public and the park area by the school children. (PFS 18.3)

The foregoing polices will guide the City in discussions with the School Districts on possible joint use of facilities within the Urban Core.





G. Energy and Telecommunications

1. Energy

San Diego Gas and Electric (SDG&E) owns, operates and maintains the pipes, wires and appurtenances needed to transport natural gas and transmit and distribute electricity to Chula Vista residential, commercial, industrial and institutional facilities. These two forms of energy are essential to everyday life in Chula Vista. SDG&E estimates that additional infrastructure may be needed to deliver energy, serve a growing population, maintain local and regional reliability, and move energy through the western regional U.S. system. SDG&E projects that infrastructure may include new electricity distribution substations in the western part of the City. The following objective and policies relate to the provision of energy to the City. A discussion and related policies addressing energy conservation are contained in the Environmental Element, Chapter 9 of the City of Chula Vista's General Plan.

2. Telecommunications

Telecommunications services in Chula Vista include telephone, cable and wireless communication services and are provided by several companies. Future communication technologies may expand into other fields. Infrastructure upgrades are being made by private providers to facilitate high-speed data transmission and interactive video capabilities. The City encourages constructing new office and industrial buildings with state-of-the-art telecommunication circuits to utilize these upgrades.

3. Objectives and Policies

Objectives and policies directing the generation and delivery of energy are arranged around specific topics or issues. The following describes an issue or topic and how the City has planned for adequate service for the Specific Plan through the General Plan. Supporting objectives and policies follow the discussion.

a. General Plan Discussion: Powering Chula Vista (PFS 22)

Population growth in Chula Vista will increase demand for energy and power. In response to energy needs, the City embarked on a mission to identify viable options to control the City's energy future. On May 29, 2001, the City Council adopted the City of Chula Vista Energy Strategy and Action Plan (Energy Strategy) and adopted an ordinance to investigate the possibility of creating a municipal utility.

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The Energy Strategy identifies recommended actions, including monitoring the energy market and legal restrictions, being prepared to enter into an Electrical Services Contract with an Energy Services Provider or power generator as allowed by law, partnering with a third party to build and operate power generation facilities, developing an emissions offset program based on mobile sources, becoming a municipal "aggregator" and acquiring electricity at negotiated rates for City facilities and participating residents and business owners, expanding energy conservation projects for City facilities and promoting energy efficient and renewable energy programs for businesses and residents, and developing and implementing a legislative strategy that facilitates the City's overall energy plan.

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General Plan Policies Related to the Urban Core

All policies regarding energy and telecommunications are implemented on a city-wide basis. The Specific Plan does provide for the review of buildings for greater energy efficiency and promotes standards for sustainability in Section 4. Special Guidelines of Chapter VII - Design Guidelines.

E. Description of Improvements

The following components describe the general approach to achieve the vision and fulfill the objectives for the Urban Core as outlined in the Specific Plan.

The following sections overview the factors and standards that have been used to develop the facilities list for the Specific Plan. Appendix D - Facilities Implementation Analysis is a complete listing of facilities, initial priority, order of magnitude costs, and likely funding source for implementation.

- · Mobility Improvements: This component describes various methods of improving mobility in the Urban Core through investments in pedestrian, bicycle, transit, street and parking systems.
- Amenity Improvements: This component describes various methods of improving the quality of the urban environment through investments in amenities such as street furnishings, gateways, wayfinding signs, public art, and storefront facade upgrades.
- Additional Community Improvements: This component addresses the method for investing in and improving existing and new community facilities such as parks, plazas, schools, utilities, and infrastructure.
- Key Short-Term Demonstration Projects: This section describes a number of selected short-term public improvement projects that the City should undertake to demonstrate its commitment to revitalizing the Urban Core and the potential for achieving the goals of the Specific Plan.
- Potential Funding Sources: The method to obtain the community benefits listed above includes harnessing the power of private investment and the strategic use of available public funds. This section outlines both private investment obligations and the most likely sources of public funds that are potentially available to the City.





F. Mobility Improvements

The Specific Plan provides policy guidance on mobility systems with the primary goal of achieving a balanced transportation system. Inherent in this goal are initiatives that serve to calm traffic, create a friendlier pedestrian and bicycle environment, and vastly improve the availability and service of public transit. Also important to the Specific Plan are mobility connections to other areas of the city, including the eastern Chula Vista and Bayfront areas.

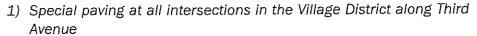
1. Pedestrian Facilities - Capital Projects

The primary goal of pedestrian facilities is to provide logical, convenient, and safe paths of travel throughout the Specific Plan area, making walking a preferred method of travel.

- a. Sidewalks on all streets throughout the planning area should be improved to include adequate width, a safe and smooth walking surface, and adequate lighting levels as specified in Chapter VIII Public Realm Design Guidelines. In some cases, additional right-of-way (ROW) or public easements may be needed. Additional amenities such as directional signs, benches, and shade trees are important elements that improve the level of quality for pedestrian facilities. (See cross-sections and intersections in Chapter V Mobility.)
 - 1) Third Avenue: special paving between 14-foot and 38-foot wide depending on diagonal parking locations (between E Street and G Street)
 - 2) E Street: standard paving, between 9-foot and 13-foot wide (need additional 22 feet total, or 11 feet on each side, of easement between I-5 and 300 feet east of ramp)
 - 3) F Street: standard paving, 16-foot wide with a 6-foot wide Class I bike path in the center of the sidewalk
 - 4) H Street: special paving, 16-foot wide (need additional 38 feet total of easement between I-5 and Broadway for sidewalk and additional travel lane, need additional 8 feet total additional ROW of easement between Broadway and Third Avenue for sidewalk)
 - 5) Broadway: standard paving, 9-foot wide
 - 6) Woodlawn Avenue: standard paving, 12-foot wide or 24 feet total both sides
 - 7) All other major streets: standard paving, minimum 10-foot wide
- b. Crosswalks at all intersections throughout the planning area shall be clearly marked and improved as specified in Chapter VIII Public Realm Design Guidelines.

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- 2) Special paving at intersections along H Street at Third Avenue, Fourth Avenue, Fifth Avenue, Broadway, Woodlawn Avenue, and I-5
- 3) Special paving at intersections along Broadway at E Street, F Street, G Street, and H Street
- c. Mid-block crosswalks at selected locations, as described in Chapter VIII Public Realm Design Guidelines, shall be installed.
 - Mid-block with special paving and advanced crossing technology at four locations along Third Avenue in the Village District
- d. Paseos that connect residential areas, public parking lots, and other facilities to adjacent streets and pedestrian destinations are a key element in an enhanced pedestrian environment. Paseos should be incorporated into private and public improvement projects as necessary to provide exemplary pedestrian access.

2. Bicycle Facilities - Capital Projects

The primary goal of bicycle facilities is to provide logical, convenient, and safe paths of travel throughout the Specific Plan area, making cycling a preferred method of travel. To supplement the proposed actions, a bike users map will be prepared to assist commuters and recreational riders in getting around the Urban Core and finding directions to various destinations.

- a. A boardwalk should be created along H Street and F Street that connects the Urban Core to the Bayfront area. The boardwalk shall consist of an elevated Class I bike path a minimum of 6-foot wide located in the center of the sidewalk on each side of H Street and F Street. The bike paths shall be marked with colored paving and signed to minimize conflicts between pedestrians, vehicles, and bicyclists. Bicycle boulevards will also be evaluated for Davidson Street and G Street.
- b. Class II bicycle lanes, at a minimum of 6-foot wide, should be installed on Broadway and along the segments of F Street where a Class I bike path cannot be accommodated.
- c. Class III bike routes should be established on the following streets: Fourth Avenue, Fifth Avenue, Third Avenue, E Street, G Street, I Street, K Street.
- d. End of trip facilities, as specified in the updated City Bicycle Master Plan, should include secured bike racks and bike lockers.





3. Transit Facilities - Policy Initiatives and Capital Projects

The primary goal of transit facilities is to provide a convenient and dependable alternative to automobile travel throughout the Specific Plan area.

a. Policy Initiatives

• Establish a West Side Shuttle with service on H Street, Third Avenue, E Street or F Street, and Broadway with connections to the Bayfront and Trolley stations at E Street and H Street. The West Side Shuttle should have a relatively short headway of approximately 15 minutes and should run in both directions.

b. Capital Projects

- 1) Purchase shuttle vehicles as specified in West Side Shuttle program.
- 2) Establish shuttle stations consisting of expanded curb and vehicle pullout areas and signs at the following locations:
 - Third Avenue at H Street, F Street and E Street
 - E Street at Fifth Avenue, Broadway, Trolley station and Bayfront
 - Broadway at F Street and G Street
 - H Street at Fourth Avenue, Fifth Avenue, Broadway, Woodlawn Avenue, Trolley station and Bayfront
- 3) Provide bus stops and shelters at each of the shuttle locations for use by shuttle loop service and city-wide bus and transit service.

4. Intersection Improvements - Capital Projects

The primary goal of street improvements is to provide a safe and efficient driving environment, quality road surfaces, and improved traffic operations through lane configurations and intersection designs. Intersections at the following locations will need to be improved to accommodate expected traffic demands. These improvements will include upgraded traffic control, signals and signal timing, turning lanes, and through lane configurations.

a. Priority of Intersection Improvements

Intersection improvements have been divided into three tiers based on priority, with the most important and immediate improvements classified as Tier 1. In each individual tier, the City's existing monitoring program will determine exactly which projects are implemented first during the biannual CIP program review. The intersection numbers correspond to the numbering system provided in Appendix B – Traffic Impact Analysis, prepared by Kimley-Horn and Associates, Inc.

1) Tier 1 Improvements

- #1 Bay Boulevard/I-5 Southbound Ramp/E Street
- #2 I-5 Northbound Ramp/E Street
- #7 Third Avenue/E Street
- #16 Third Avenue/F Street
- #21 Third Avenue/G Street
- #24 I-5 Southbound Ramp/H Street
- #25 I-5 Northbound Ramp/H Street
- #26 Woodlawn Avenue/H Street
- #27 Broadway/H Street
- #28 Fifth Avenue/H Street
- #29 Fourth Avenue/H Street
- #44 Fourth Avenue/SR-54 Eastbound Ramp

2) Tier 2 Improvements

- #34 Broadway/SR-54 Westbound Ramp
- #61 L Street/Bay Boulevard
- #63 Bay Boulevard/I-5 Southbound Ramp
- #64 Industrial Boulevard/I-5 Northbound Ramp
- H Street from four lanes to six lanes from I-5 to Broadway

3) Tier 3 Improvements

- #13 Broadway/F Street
- #45 Fourth Avenue/Brisbane Street
- #57 Second Avenue/D Street







5. Parking Systems - Policy Initiatives

The primary goal of the parking policy is to provide ample, convenient and dependable public parking facilities at three primary locations within the Urban Core:

- The Village District
- H Street Transit Focus Area (TFA)
- E Street TFA

These areas will likely be parking districts designed to assist the private sector in minimizing the provision of on-site parking and providing ample parking for users in each of these areas.

- a. In five years, or sooner upon identification of need, prepare an update to the parking district in the Village District. This analysis shall address the phased provision of additional public parking including:
 - 1) Maintaining the equivalent of existing public spaces through shared parking and parking management initiatives,
 - 2) Provision of short-term off-street surface parking facilities,
 - 3) Provision of selected long-term parking structures in this District, and
 - 4) Updating the in-lieu fee program.
- b. In five years, or sooner upon identification of need, prepare a parking analysis that addresses the following for the H Street and E Street TFAs:
 - 1) Maintaining the equivalent of existing public parking through shared parking and parking management initiatives,
 - 2) Provision of short-term off-street surface parking facilities,
 - 3) Provision of selected long-term parking structures in this District, and
 - 4) Determining the appropriateness of an in-lieu fee program.

G. Urban Amenity Improvements

The Specific Plan provides policy and design guidance on urban amenities with the primary goal of achieving a physically enhanced and visually attractive urban environment that is a desirable destination within Chula Vista.

1. Streetscapes - Capital Projects

- a. Prepare streetscape master plans for selected streets in the Urban Core. Master plans should be prepared with community involvement and should be consistent with the guidelines and recommendations of the Specific Plan. Streetscape master plans should address the following elements:
 - 1) Coordination with adjacent infill development in order that street widening and urban design amenities can be incrementally implemented, to the extent feasible, concurrent with new development projects.
 - 2) Coordinated design with street improvement projects, including intersection, infrastructure, and mid-block and crosswalk designs.
 - 3) Detailed designs and materials specifications for all sidewalk areas, including paving, street furnishings, street trees, decorative street lights and other elements.
 - 4) Street master plans should be prepared for the following areas:
 - a) Third Avenue between E Street and H Street
 - b) Broadway between C Street and L Street
 - c) H Street between I-5 and Del Mar Avenue
 - d) F Street between I-5 and Del Mar Avenue
 - e) E Street between I-5 and Del Mar Avenue
- b. Prepare plans for the I-5 overcrossings that include enhanced sidewalk paving, decorative lighting, street furnishings, public art, and other elements. Coordinate the designs with gateways and streetscape plans for these areas. Plans should be prepared for the following locations:
 - 1) H Street
 - 2) F Street
 - 3) E Street





2. Gateways - Capital Projects

Prepare detailed design plans for selected gateways in the Urban Core. Gateway plans should be prepared with community involvement and should be consistent with the guidelines and recommendations of the Specific Plan. The gateway plans may be developed and implemented as part of private development occurring at gateway locations. Plans should be prepared for the following locations:

a. Primary Gateways

- 1) I-5 and E Street
- 2) I-5 and H Street
- 3) Third Avenue and E Street
- 4) Fourth Avenue and C Street

b. Secondary Gateways

- 1) I-5 and F Street
- 2) Third Avenue and H Street

3. Wayfinding - Capital Projects

Prepare a wayfinding directional sign program for the Specific Plan area. The program should include incorporation of the City logo or other Urban Core identity brand, informational and directional sign designs to facilities such as public parking, public facilities and other important destinations. The program should include sign hierarchy and conceptual designs, should be prepared with community involvement, and should be consistent with the guidelines and recommendations of the Specific Plan. Actual capital projects will depend on the resulting plan or sign program.

4. Public Art - Policy Initiatives

Complete the art in public places program and implement through project review on individual developments and various public improvement projects.

Storefront/Facade Improvements - Policy Initiatives and **Capital Projects**

a. Policy Initiatives

- 1) Update the storefront façade improvement program in the Village District.
- 2) Prepare a new storefront façade improvement program for the Urban Core District along Broadway.

b. Capital Projects

• Fund storefront and façade improvement projects through the provision of grants in compliance with the adopted program.



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TI. Additional Community Improvements

The Specific Plan provides policy guidance on a range of public facilities and services with the primary goal of providing excellent facilities and services for the Urban Core residents and visitors. Inherent in this goal are initiatives that serve to produce additional park space; adequate and efficient use of public schools, plazas, and paseo systems; and upgraded utilities and infrastructure.

1. Parks

Pursue park opportunity sites within the Urban Core. Each potential park site should be located as specified in the updated Parks and Recreation Master Plan. Each park should contain facilities as required by the Parks and Recreation Master Plan update. The following are general areas for park improvements in the Urban Core:

- a. Lower Sweetwater Community Park (approximately 15 to 20 acres)
- b. Memorial Park Annex (approximately 3 to 5 acres)
- c. Park west of Broadway (approximately 12 to 15 acres)

2. Plazas - Capital Projects

Pursue plaza improvement projects, with amenities as outlined in this Specific Plan, in conjunction with new development at the general locations shown on Figure 8.69 of Chapter VIII - Public Realm Design Guidelines.

3. Schools - Policy Initiatives

Coordinate with Chula Vista Elementary School District (CVESD) and the Sweetwater Unified High School District (SUHSD) to determine the need for additional school facility space as outlined Chapter IX – Infrastructure and Public Facilities.

4. Sustainable Development - Green Building Demonstration

The recently established National Energy Center for Sustainable Communities (NECSC) will serve as a tremendous resource to the City throughout the life of the Specific Plan. In partnership with the NECSC, the City will look to generate grant funding specific to the Urban Core that will support commitments from developers to undertake a green building demonstration program. Through existing agreements and future development programs, the City will target the Urban Core to create an urban model for sustainable community development.

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A new resource guide could be developed which includes expanded sustainability goals, design principles and tools for designing and building in a mixed-use or urban development market. A Resource Guide for Sustainable Urban Development could expand upon the Environmental Sustainability Goals and Design Principles included in Chapter VII - Design Guidelines and help establish a framework for the creation of a sustainable Urban Core.





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3. Long Term Implementation

Chapter X-- Detailed Description of Improvements

Appendix D- Public Facilities Implementation Analysis
Projected Cost Estimates
Projected Timing
Projected Revenues (Development Impacts Fees and Tax Increment)

Chapter XI - Application to Subsequent Development Projects

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Mitigation Monitoring and Reporting Program

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X. Plan Implementation and Community Benefits Program

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В.	Regulatory Framework	X-2
C.	Visualization	X-4
D.	Long Term Implementation Process	<i>X</i> -9
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X. Plan Implementation and Community Benefits Program

A. Introduction

The Plan Implementation and Community Benefits Program is a critical element to realizing the desired improvements to Chula Vista's Urban Core that are outlined in the Specific Plan. The sole purpose of the Specific Plan is to improve the quality of life for Chula Vista residents and visitors in general, with focus on the west side in particular. The vision expressed in the Specific Plan includes investments in streets, transit, parks, plazas, cultural facilities, protection of historic resources, schools, and improvements to City services such as utilities, police, fire, and health and human services. This investment will be supported by a partnership between the City and the private sector as new development occurs. Thus, this chapter of the Specific Plan contains information on and forms a critical link between the improvements the City desires and how both the City and private investment will contribute to make the improvements happen.

The Specific Plan is the primary planning tool to initiate positive change and enhance the western side of Chula Vista. The Specific Plan was prepared based on the overarching policies outlined in the General Plan and refined based on an analysis of important economic conditions. An intensive public involvement program has also shaped the contents and outcome of the Specific Plan. The result is a Specific Plan that is visionary, yet realistic, for the future of the Specific Plan area.





B. Regulatory Framework

The Specific Plan was developed to create a conducive development environment, one that is responsive to the prevailing market demand. Some of the key policy changes that have been incorporated in the Specific Plan include:

- · Zoning that is responsive to market needs;
- Increased density allowed through specialized "form and standard based" development standards encouraging underutilized and dilapidated properties to redevelop;
- · Streamlined permitting and entitlement processes;
- Area-wide infrastructure and "amenity" (e.g., streetscape and landscape) investments;
- Marketing of the Specific Plan area to both consumers and prospective business tenants:
- Technical assistance to Specific Plan area businesses; and
- Enhanced code compliance to improve the visual appeal and function of the urban environment.

An effective Specific Plan needs to be based on a realistic understanding of the market and demographic conditions affecting the Specific Plan area. Simply changing zoning on a map will not attract development unless there is an underlying market demand for a particular land use. On the other hand, if there is immediate demand for a desirable land use that is not permitted under existing zoning, a change in zoning can bring about very significant results. Moreover, appropriate zoning changes can be made more effective if these changes are coupled with regulations that address other potential barriers to development (e.g., onerous parking requirements). With this approach, private and public sectors work together to provide a synergy of uses as well as public improvements and urban amenities.

The Specific Plan is the first large-scale development plan pursuant to the adoption of the City's General Plan in 2005. As such, it is a critical test of the concepts within the General Plan, particularly as they relate to facilities financing. This Specific Plan assesses the needs for facilities and tests those needs against the funding which would be made available as a result of the development its regulations would accommodate, to prove that the facilities assumptions within the plan are reasonable and feasible. The Specific Plan anticipates, however, that the facilities funding programs to implement and construct public facilities will be a part of larger facilities financing plans which will be prepared for the entirety of western Chula Vista. These plans provide

for the coordinated provision of facilities to meet current deficiencies and the demands of new infill development. Among such plans are the Parks Master Plan and particular facilities implementation and fee programs related to transportation, utilities and other public facilities. Over the life span anticipated within the Specific Plan, these programs will be initiated, reviewed and revised to keep pace with the amount, location and timing of development and need.

Public improvements are especially important, as these elements add value to the area and signal to the private sector that the City is committed to improving the Urban Core. Public improvements thus lay a foundation for future private sector investment, in a sense "priming the pump", encouraging property owners, merchants, and investors to do the same.



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C. Visualization

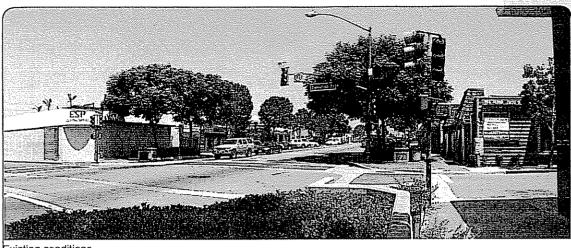
To assist with the visualization of the benefits and amenities the Specific Plan hopes to bring, photographic visualizations are presented to illustrate how the Urban Core could be transformed in selected areas. Figures 10.1-10.4 show existing conditions, simulations for interim conditions, and near buildout conditions for areas along Third Avenue, F Street, H Street, and Broadway. The rate of development is determined in large part by market forces and will vary in architectural character and form, but the simulations demonstrate the pedestrian improvements, public amenities, and anticipated private investment. It is important to note that the simulations illustrate just one set, of an almost infinite number, of possible scenarios.

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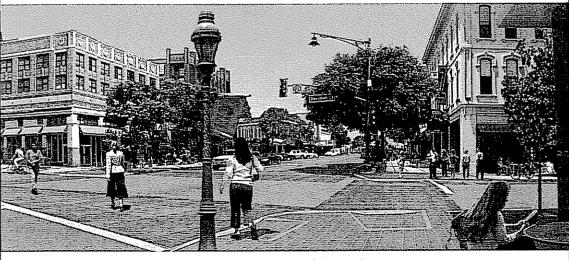
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Public street improvements: street trees, benches, new sidewalks, resurfaced streets, enhanced pedestrian crossings, decorative street lights, outdoor dinning. Redevelopment of existing stores.



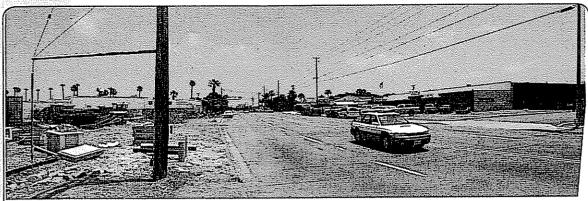
Art Deco themed redevelopment, pedestrian activity along street, bike travel.

Intersection of Third Avenue and Davidson Street- Existing Conditions, Interim Conditions, and Near Build-out Conditions

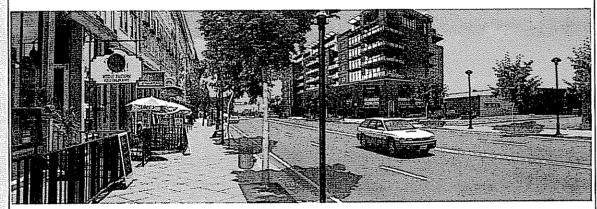
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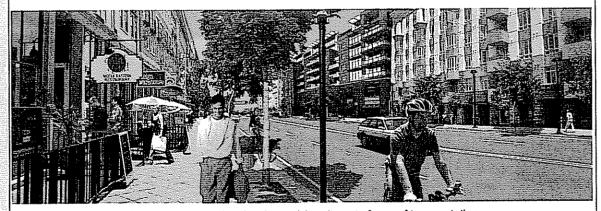
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Existing conditions



Public street improvements: street trees, benches, bike racks, new wider sidewalks, resurfaced streets, decorative street lights, class II bike lanes, undergound power lines. New street oriented development.



Street oriented infill development, increased pedestrian activity, alternate forms of transportation.

F Street looking east-Existing Conditions, Interim Conditions, and Near Buildout Conditions

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Chula Vista Urban Core Specific Plan







Public street improvements: street trees, benches, bike racks, public plaza, new wider sidewalks, resurfaced streets, decorative street lights, class II bike lanes, planted street medians, linear park. New street oriented development.



Street oriented infill development, increased pedestrian activity, alternate forms of transportation.

H Street looking east towards Fifth Avenue-Existing Conditions, Interim Conditions, and Near Build-out Conditions

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Existina conditions



Public street improvements: street trees, benches, new sidewalks, resurfaced streets, new pedestrian crossings, decorative street lights, power lines underground, class II bike lanes, planted street medians. Infill buildings oriented to street.



Additional infill development along Broadway, increased pedestrian activity, new private development at transit focus areas.

Intersection of Broadway and D-Street-Existing Conditions, Interim Conditions, and Near Build-out Conditions

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Chula Vista Urban Core Specific Plan

D. Long Term Implementation Process

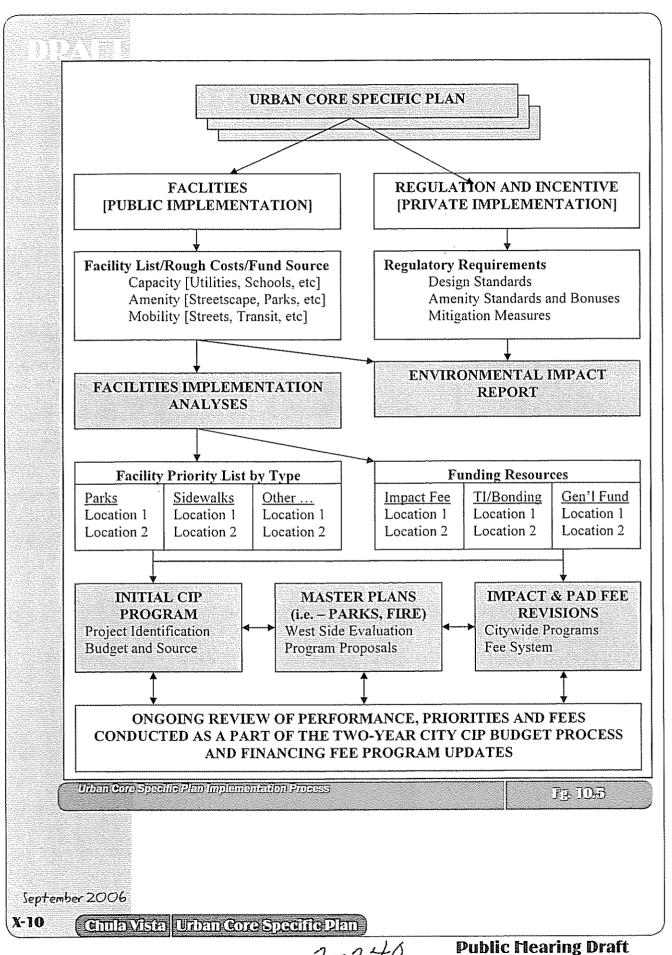
From the beginning of the Specific Plan process, there has been a keen awareness that the adoption and implementation of the plan will rest on the amenity value that new development can bring. This value cannot be achieved by attractive pictures and vague promises of future action. Among the key benefits of the Specific Plan will be amenities and capacity enhancements, in the form of such elements as parks, pedestrian spaces, utilities, transit accommodation and roadway improvements. The effort to plan and program the delivery of these essential public facilities within the Urban Core will be especially challenging. In new communities, the City has assessed such matters through the preparation of Public Facilities Finance Plans (PFFPs). These documents have served well to address the extension of facilities coinciding with the relatively short-term timing of new master planned neighborhoods and subdivision improvements. However, the Urban Core presents a vastly different set of circumstances: the placement or upgrading of public facilities within an existing neighborhood, in support of infill and redevelopment over a period of perhaps decades.

For the reasons stated above, the Specific Plan relies on a systematic approach to the delivery of public facilities. These facilities are designed to fulfill the obligations and objectives handed down from the General Plan. The public facilities program also fits well with the ongoing efforts of City construction and operating departments as these departments pursue their own particular studies, creative implementation approaches, and master plans.

The flow chart presented in Figure 10.5 was prepared to show how the Urban Core project includes necessary components to inform the future citywide or western Chula Vista Impact Fee, Facilities Master Plan, and Capital Improvement Program processes. The key bridge from the plan and its regulations into public facilities is the Facilities Implementation Analysis found in Appendix D.

The implementation of the Specific Plan is also seen as somewhat dynamic and is subject to ongoing monitoring and priority-setting. While projects are assigned priorities based on 2005 factors, the timing and location of development may require that certain facilities be advanced in priority. This schedule assessment will be accomplished through a review of facility performance as part of the biannual review of the Citywide Capital Improvement Program (CIP) budget and through the preparation and maintenance of the City's facilities financing and fee strategies, as these items may be adopted and amended from time to time. Any change in priorities, timing and valuation from the facilities program associated with the CIP or facilities program shall not require the amendment of the Specific Plan, as long as such changes, additions or subtractions are not in conflict with the applicable CEQA review documents for this Specific Plan.

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E. Description of Improvements

The following components describe the general approach to achieve the vision and fulfill the objectives for the Urban Core as outlined in the Specific Plan.

The following sections overview the factors and standards that have been used to develop the facilities list for the Specific Plan. Appendix D - Facilities Implementation Analysis is a complete listing of facilities, initial priority, order of magnitude costs, and likely funding source for implementation.

- Mobility Improvements: This component describes various methods of improving mobility in the Urban Core through investments in pedestrian, bicycle, transit, street and parking systems.
- Amenity Improvements: This component describes various methods of improving the quality of the urban environment through investments in amenities such as street furnishings, gateways, wayfinding signs, public art, and storefront facade upgrades.
- Additional Community Improvements: This component addresses the method for investing in and improving existing and new community facilities such as parks, plazas, schools, utilities, and infrastructure.
- Key Short-Term Demonstration Projects: This section describes a number
 of selected short-term public improvement projects that the City should
 undertake to demonstrate its commitment to revitalizing the Urban Core
 and the potential for achieving the goals of the Specific Plan.
- Potential Funding Sources: The method to obtain the community benefits listed above includes harnessing the power of private investment and the strategic use of available public funds. This section outlines both private investment obligations and the most likely sources of public funds that are potentially available to the City.

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F. Mobility Improvements

The Specific Plan provides policy guidance on mobility systems with the primary goal of achieving a balanced transportation system. Inherent in this goal are initiatives that serve to calm traffic, create a friendlier pedestrian and bicycle environment, and vastly improve the availability and service of public transit. Also important to the Specific Plan are mobility connections to other areas of the city, including the eastern Chula Vista and Bayfront areas.

1. Pedestrian Facilities - Capital Projects

The primary goal of pedestrian facilities is to provide logical, convenient, and safe paths of travel throughout the Specific Plan area, making walking a preferred method of travel.

- a. Sidewalks on all streets throughout the planning area should be improved to include adequate width, a safe and smooth walking surface, and adequate lighting levels as specified in Chapter VIII Public Realm Design Guidelines. In some cases, additional right-of-way (ROW) or public easements may be needed. Additional amenities such as directional signs, benches, and shade trees are important elements that improve the level of quality for pedestrian facilities. (See cross-sections and intersections in Chapter V Mobility.)
 - 1) Third Avenue: special paving between 14-foot and 38-foot wide depending on diagonal parking locations (between E Street and G Street)
 - 2) E Street: standard paving, between 9-foot and 13-foot wide (need additional 22 feet total, or 11 feet on each side, of easement between I-5 and 300 feet east of ramp)
 - 3) F Street: standard paving, 16-foot wide with a 6-foot wide Class I bike path in the center of the sidewalk
 - 4) H Street: special paving, 16-foot wide (need additional 38 feet total of easement between I-5 and Broadway for sidewalk and additional travel lane, need additional 8 feet total additional ROW of easement between Broadway and Third Avenue for sidewalk)
 - 5) Broadway: standard paving, 9-foot wide
 - 6) Woodlawn Avenue: standard paving, 12-foot wide or 24 feet total both sides
 - 7) All other major streets: standard paving, minimum 10-foot wide
- b. Crosswalks at all intersections throughout the planning area shall be clearly marked and improved as specified in Chapter VIII Public Realm Design Guidelines.

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- 1) Special paving at all intersections in the Village District along Third Avenue
- 2) Special paving at intersections along H Street at Third Avenue, Fourth Avenue, Fifth Avenue, Broadway, Woodlawn Avenue, and I-5
- 3) Special paving at intersections along Broadway at E Street, F Street, G Street, and H Street
- c. Mid-block crosswalks at selected locations, as described in Chapter VIII - Public Realm Design Guidelines, shall be installed.
 - Mid-block with special paving and advanced crossing technology at four locations along Third Avenue in the Village District
- d. Paseos that connect residential areas, public parking lots, and other facilities to adjacent streets and pedestrian destinations are a key element in an enhanced pedestrian environment. Paseos should be incorporated into private and public improvement projects as necessary to provide exemplary pedestrian access.

2. Bicycle Facilities - Capital Projects

The primary goal of bicycle facilities is to provide logical, convenient, and safe paths of travel throughout the Specific Plan area, making cycling a preferred method of travel. To supplement the proposed actions, a bike users map will be prepared to assist commuters and recreational riders in getting around the Urban Core and finding directions to various destinations.

- a. A boardwalk should be created along H Street and F Street that connects the Urban Core to the Bayfront area. The boardwalk shall consist of an elevated Class I bike path a minimum of 6-foot wide located in the center of the sidewalk on each side of H Street and F Street. The bike paths shall be marked with colored paving and signed to minimize conflicts between pedestrians, vehicles, and bicyclists. Bicycle boulevards will also be evaluated for Davidson Street and G Street.
- b. Class II bicycle lanes, at a minimum of 6-foot wide, should be installed on Broadway and along the segments of F Street where a Class I bike path cannot be accommodated.
- c. Class III bike routes should be established on the following streets: Fourth Avenue, Fifth Avenue, Third Avenue, E Street, G Street, I Street, J Street, K Street.
- d. End of trip facilities, as specified in the updated City Bicycle Master Plan, should include secured bike racks and bike lockers.





3. Transit Facilities - Policy Initiatives and Capital Projects

The primary goal of transit facilities is to provide a convenient and dependable alternative to automobile travel throughout the Specific Plan area.

a. Policy Initiatives

 Establish a West Side Shuttle with service on H Street, Third Avenue, E Street or F Street, and Broadway with connections to the Bayfront and Trolley stations at E Street and H Street. The West Side Shuttle should have a relatively short headway of approximately 15 minutes and should run in both directions.

b. Capital Projects

- 1) Purchase shuttle vehicles as specified in West Side Shuttle program.
- 2) Establish shuttle stations consisting of expanded curb and vehicle pullout areas and signs at the following locations:
 - Third Avenue at H Street, F Street and E Street
 - E Street at Fifth Avenue, Broadway, Trolley station and Bayfront
 - Broadway at F Street and G Street
 - H Street at Fourth Avenue, Fifth Avenue, Broadway, Woodlawn Avenue, Trolley station and Bayfront
- 3) Provide bus stops and shelters at each of the shuttle locations for use by shuttle loop service and city-wide bus and transit service.

4. Intersection Improvements - Capital Projects

The primary goal of street improvements is to provide a safe and efficient driving environment, quality road surfaces, and improved traffic operations through lane configurations and intersection designs. Intersections at the following locations will need to be improved to accommodate expected traffic demands. These improvements will include upgraded traffic control, signals and signal timing, turning lanes, and through lane configurations.

a. Priority of Intersection Improvements

Intersection improvements have been divided into three tiers based on priority, with the most important and immediate improvements classified as Tier 1. In each individual tier, the City's existing monitoring program will determine exactly which projects are implemented first during the biannual CIP program review. The intersection numbers correspond to the numbering system provided in Appendix B – Traffic Impact Analysis, prepared by Kimley-Horn and Associates, Inc.

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1) Tier 1 Improvements

- #1 Bay Boulevard/I-5 Southbound Ramp/E Street
- #2 I-5 Northbound Ramp/E Street
- #7 Third Avenue/E Street
- #16 Third Avenue/F Street
- #21 Third Avenue/G Street
- #24 I-5 Southbound Ramp/H Street
- #25 I-5 Northbound Ramp/H Street
- #26 Woodlawn Avenue/H Street
- #27 Broadway/H Street
- #28 Fifth Avenue/H Street
- #29 Fourth Avenue/H Street
- #44 Fourth Avenue/SR-54 Eastbound Ramp

2) Tier 2 Improvements

- #34 Broadway/SR-54 Westbound Ramp
- #61 L Street/Bay Boulevard
- #63 Bay Boulevard/I-5 Southbound Ramp
- #64 Industrial Boulevard/I-5 Northbound Ramp
- H Street from four lanes to six lanes from I-5 to Broadway

3) Tier 3 Improvements

- #13 Broadway/F Street
- #45 Fourth Avenue/Brisbane Street
- #57 Second Avenue/D Street





5. Parking Systems - Policy Initiatives

The primary goal of the parking policy is to provide ample, convenient and dependable public parking facilities at three primary locations within the Urban Core:

- The Village District
- H Street Transit Focus Area (TFA)
- E Street TFA

These areas will likely be parking districts designed to assist the private sector in minimizing the provision of on-site parking and providing ample parking for users in each of these areas.

- a. In five years, or sooner upon identification of need, prepare an update to the parking district in the Village District. This analysis shall address the phased provision of additional public parking including:
 - 1) Maintaining the equivalent of existing public spaces through shared parking and parking management initiatives,
 - 2) Provision of short-term off-street surface parking facilities,
 - 3) Provision of selected long-term parking structures in this District, and
 - 4) Updating the in-lieu fee program.
- b. In five years, or sooner upon identification of need, prepare a parking analysis that addresses the following for the H Street and E Street TFAs:
 - 1) Maintaining the equivalent of existing public parking through shared parking and parking management initiatives,
 - 2) Provision of short-term off-street surface parking facilities,
 - 3) Provision of selected long-term parking structures in this District, and
 - 4) Determining the appropriateness of an in-lieu fee program.

G. Urban Amenity Improvements

The Specific Plan provides policy and design guidance on urban amenities with the primary goal of achieving a physically enhanced and visually attractive urban environment that is a desirable destination within Chula Vista.

1. Streetscapes - Capital Projects

- a. Prepare streetscape master plans for selected streets in the Urban Core. Master plans should be prepared with community involvement and should be consistent with the guidelines and recommendations of the Specific Plan. Streetscape master plans should address the following elements:
 - Coordination with adjacent infill development in order that street widening and urban design amenities can be incrementally implemented, to the extent feasible, concurrent with new development projects.
 - 2) Coordinated design with street improvement projects, including intersection, infrastructure, and mid-block and crosswalk designs.
 - 3) Detailed designs and materials specifications for all sidewalk areas, including paving, street furnishings, street trees, decorative street lights and other elements.
 - 4) Street master plans should be prepared for the following areas:
 - a) Third Avenue between E Street and H Street
 - b) Broadway between C Street and L Street
 - c) H Street between I-5 and Del Mar Avenue
 - d) F Street between I-5 and Del Mar Avenue
 - e) E Street between I-5 and Del Mar Avenue
- b. Prepare plans for the I-5 overcrossings that include enhanced sidewalk paving, decorative lighting, street furnishings, public art, and other elements. Coordinate the designs with gateways and streetscape plans for these areas. Plans should be prepared for the following locations:
 - 1) H Street
 - 2) F Street
 - 3) E Street





2. Gateways - Capital Projects

Prepare detailed design plans for selected gateways in the Urban Core. Gateway plans should be prepared with community involvement and should be consistent with the guidelines and recommendations of the Specific Plan. The gateway plans may be developed and implemented as part of private development occurring at gateway locations. Plans should be prepared for the following locations:

a. Primary Gateways

- 1) I-5 and E Street
- 2) I-5 and H Street
- 3) Third Avenue and E Street
- 4) Fourth Avenue and C Street

b. Secondary Gateways

- 1) I-5 and F Street
- 2) Third Avenue and H Street

3. Wayfinding - Capital Projects

Prepare a wayfinding directional sign program for the Specific Plan area. The program should include incorporation of the City logo or other Urban Core identity brand, informational and directional sign designs to facilities such as public parking, public facilities and other important destinations. The program should include sign hierarchy and conceptual designs, should be prepared with community involvement, and should be consistent with the guidelines and recommendations of the Specific Plan. Actual capital projects will depend on the resulting plan or sign program.

4. Public Art - Policy Initiatives

Complete the art in public places program and implement through project review on individual developments and various public improvement projects.

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5. Storefront/Facade Improvements – Policy Initiatives and Capital Projects

a. Policy Initiatives

- 1) Update the storefront façade improvement program in the Village District.
- 2) Prepare a new storefront façade improvement program for the Urban Core District along Broadway.

b. Capital Projects

• Fund storefront and façade improvement projects through the provision of grants in compliance with the adopted program.





H. Additional Community Improvements

The Specific Plan provides policy guidance on a range of public facilities and services with the primary goal of providing excellent facilities and services for the Urban Core residents and visitors. Inherent in this goal are initiatives that serve to produce additional park space; adequate and efficient use of public schools, plazas, and paseo systems; and upgraded utilities and infrastructure.

1. Parks

Pursue park opportunity sites within the Urban Core. Each potential park site should be located as specified in the updated Parks and Recreation Master Plan. Each park should contain facilities as required by the Parks and Recreation Master Plan update. The following are general areas for park improvements in the Urban Core:

- a. Lower Sweetwater Community Park (approximately 15 to 20 acres)
- b. Memorial Park Annex (approximately 3 to 5 acres)
- c. Park west of Broadway (approximately 12 to 15 acres)

2. Plazas - Capital Projects

Pursue plaza improvement projects, with amenities as outlined in this Specific Plan, in conjunction with new development at the general locations shown on Figure 8.69 of Chapter VIII - Public Realm Design Guidelines.

3. Schools - Policy Initiatives

Coordinate with Chula Vista Elementary School District (CVESD) and the Sweetwater Unified High School District (SUHSD) to determine the need for additional school facility space as outlined Chapter IX – Infrastructure and Public Facilities.

4. Sustainable Development - Green Building Demonstration

The recently established National Energy Center for Sustainable Communities (NECSC) will serve as a tremendous resource to the City throughout the life of the Specific Plan. In partnership with the NECSC, the City will look to generate grant funding specific to the Urban Core that will support commitments from developers to undertake a green building demonstration program. Through existing agreements and future development programs, the City will target the Urban Core to create an urban model for sustainable community development.

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A new resource guide could be developed which includes expanded sustainability goals, design principles and tools for designing and building in a mixed-use or urban development market. A Resource Guide for Sustainable Urban Development could expand upon the Environmental Sustainability Goals and Design Principles included in Chapter VII - Design Guidelines and help establish a framework for the creation of a sustainable Urban Core.







I. Key Short-Term Demonstration Projects

The following section identifies key short-term projects or programs that should be undertaken to demonstrate the potential growth and improvements facilitated by the Specific Plan. These particular projects/programs have been selected to create a synergistic approach to revitalization in one of the most critical areas within the Urban Core, the Village District. The projects/programs address private investment in new urban infill residential development, public investment along a major pedestrian and business corridor, and public/private investments to enhance existing businesses that are expected to remain in the short-mid term.

1. Pursue Immediate Redevelopment of Opportunity Sites

Redevelopment of key underutilized sites, particularly within the Village District, with new mixed-use developments should be pursued immediately to set the momentum for other new development in the Urban Core. This initial activity would begin to put more "feet on the street" and create the catalyst necessary for adjoining commercial uses to really thrive and allow an active urban environment to evolve.

A number of sites have already been identified and may present unique opportunities for public/private partnerships. Several of the sites are City owned and are either vacant or used as surface parking lots, providing readily available land resources, thus streamlining the development process. The process, review, and development of these, or other sites, would demonstrate the positive enhancements provided by key elements of the Specific Plan.

In addition, because the area is within a designated redevelopment project area, the new development would provide an almost immediate enhanced revenue stream through new tax increment. In return, this new revenue could be invested in key public improvements and urban amenities within the redevelopment project area. Focus on the Village District is critical in order to realize the benefits of new tax increment within the limited timeframe remaining for the existing Town Centre I Redevelopment Plan.

2. Third Avenue Streetscape Master Plan and Improvements

Chapter VIII - Public Realm Design Guidelines provides the more detailed engineering design of physical streetscape improvements of major streets throughout the urban core. A focused effort to develop a streetscape master plan and improvement plans for Third Avenue between E Street and G Street should be undertaken as a priority action. Third Avenue was selected as a priority due to its location as the traditional center of the Urban Core and the

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ability to build upon and integrate the revitalization efforts described above under Section 1. Pursue Immediate Redevelopment of Opportunity Sites. The effort should include:

- a. Involvement of the Downtown Business Association;
- b. Development of a work program and request for proposals;
- c. Using the public realm design guidelines in Chapter VIII as a basis, further develop detailed design plans, localized pedestrian and vehicular circulation, and street improvement plans;
- d. Prepare Plans, Specifications and Estimates (PS&E) along with an implementation/phasing strategy for improvements; and
- e. Community participation with both area businesses and residents.

3. Improve Existing Storefront Renovation Program

Over the last several years, the City has implemented a storefront renovation program that has had mediocre impacts on enhancing the existing and future face of the Village District's commercial corridor. While improvements were made "one storefront at a time", the results were often overshadowed by adjoining properties that had not taken advantage of the program. Therefore, it is recommended that the existing program be revamped to better leverage public funds with private investments to promote business retention and growth and augment other revitalization efforts..

The program could be redesigned to have a greater impact along the main shopping corridor by instead improving a number of businesses located cohesively or clustered together. By treating several properties in a row, the architectural enhancements present a greater visual impact to pedestrians, cyclists, and auto traffickers.

The initial pilot program should be focused on the Village District's Third Avenue commercial corridor and the Broadway commercial corridor. Improvements that should be considered include new storefront signs, awnings, windows, and paint. Restoration of vintage signs representative of significant periods of history in the urban core may also contribute positively to the pedestrian and vehicular streetscape. Program development and implementation should be pursued and include incentivized financing options for participants.





J. Infrastructure Financing Mechanisms and Funding Sources

The following is a list of commonly used mechanisms to fund public facilities. The City of Chula Vista may currently be utilizing some of these mechanisms, but there may be opportunities for better leveraging of funding or for pursuing new funding sources.

1. Redevelopment Funds.

The majority of the Urban Core includes areas within various Redevelopment Project Areas.

a. Tax Increment Financing (TIF).

Tax increment financing is the increase in property tax revenues resulting from an increase in assessed property values that exceed base year values. Within a redevelopment project area, the Redevelopment Agency collects a substantial majority of the tax increment financing monies accrued in the project area. All tax increment monies generated and adopted in redevelopment project areas are allocated among four basic public uses: schools, neighborhood improvements, affordable housing, and other public agencies. This funding source provides a critical means to revitalization and public improvement activities by enabling redevelopment agencies to issue tax increment bonds without using general fund monies or raising taxes.

b. Set Aside Funds.

State law requires that at least 20 percent of all tax increment financing dollars accrued within a redevelopment project area must be set aside and "used by the agency for the purposes of increasing, improving, and preserving the community's supply of low- and moderate-income housing ..." (Health and Safety Code §33334.2(a)). The set aside funds must be held in a separate Low and Moderate Income Housing Fund until used, along with any interest earned and repayments to the housing fund (§33334.3). The set aside funds may be used inside or outside of the project area but must benefit the project area. Use of set aside funds for the purposes of increasing, improving, and preserving the community's supply of low- and moderate-income housing may include, but is not limited to, the following:

- 1) Acquisition and donation of land for affordable housing;
- 2) Construction and rehabilitation of affordable housing units;
- 3) Financing insurance premiums for the construction and rehabilitation of affordable housing units;

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- 4) Providing subsidies to, or for the benefit of, extremely low, very low, and lower income households as well as persons and families of low or moderate income:
- 5) Paying principal and interest on bonds, loans, advances or other indebtedness and financing or carrying charges;
- 6) Maintaining the supply of mobile homes; and
- 7) Preserving "at risk" affordable housing units threatened with imminent conversion to market rate units.

2. Community Development Block Grants (CDBG)

CDBG are a Federal grant program administered by the U.S. Department of Housing and Urban Development. CDBG are administered on a formula basis to entitled cities, urban counties and states to develop viable urban communities by providing decent housing and a suitable living environment and by expanding economic opportunities, principally for low- and moderateincome individuals. The Urban Core includes areas within the required low and moderate census tracts. Eligible activities that may be proposed for funding include, but are not limited to, housing, economic development, and public facilities and improvements.

3. Business Improvement Districts

Business Improvement Districts (BID) or Property and Business Improvement Districts (PBID) are mechanisms for assessing and collecting fees that can be used to fund various improvements and programs within the district. There are several legal forms of BIDs authorized by California law. The most common types are districts formed under the Parking and Business Improvement Act of 1989. Business Improvement Areas (BIAs) formed under the 1989 law impose a fee on the business licenses of the businesses operating in the area, rather than the property owners. The collected funds are used to pay for the improvements and activities specified in the formation documents. A similar assessment procedure was authorized by the Property and Business Improvement District (PBID) Law of 1994. The distinction is that the PBID makes the assessment on the real property and not on the business. A PBID is currently in operation in the Village area. Other areas of the Specific Plan may also be ideally suited for BID funding.

The range of activities that can potentially be funded through BIDs and PBIDs is broad, and includes parking improvements, sidewalk cleaning, streetscape maintenance, streetscape improvements (i.e., furniture, lighting, planting, etc.), promotional events, marketing and advertising, security patrols, public art, trash collection, landscaping and other functions. Generally speaking, the





BID format works well for marketing and other programmatic activities that serve to directly benefit area businesses (i.e., tenants), whereas a PBID may be more appropriate for permanent physical improvements that stand to improve property values in the area. Given the size and diversity of the Specific Plan area, it may be appropriate for separate BIDs or PBIDs to be formed for different regions within the plan area. In this way, the collected funding could be more specifically targeted to the unique improvement and programmatic needs of each district.

4. Development Impact Fees

Property tax limitations imposed by Proposition 13, resulting in the decline in property taxes available for public projects, has led local governments to adopt alternative revenue sources to accommodate public facility and infrastructure demands resulting from growth. Development Impact Fees is one of those sources. AB 1600 (Cortese), which became effective on January 1, 1989, regulates the way that impact fees are imposed on development projects. Impact fees are one-time charges applied to offset the additional public facility provision costs from new development. This may include provision of additional services, such as water and sewer systems, roads, schools, libraries, and parks and recreation facilities. Impact fees cannot be used for operation, maintenance, alteration, or replacement of existing capital facilities and cannot be channeled to the local government's discretionary general funds. Impact fees cannot be an arbitrary amount and must be explicitly linked to the added cost of providing the facility towards which it is collected.

The City of Chula Vista already has a range of impact fees that are updated periodically. It is important, however, to realize that there are two primary aspects of capital costs (based on which impacts fees are collected) – land costs and building costs. Though the latter can be estimated at a citywide level and adjusted periodically using appropriate inflation factors, land cost estimation is more complicated, especially when one considers significant variations in land values within the city and the necessity to provide land intensive public facilities, such as parks. As a result the land acquisition component of a standardized impact fee may not be consistent with the true costs involved.

5. TransNet

In 1987, voters approved the TransNet program — a half-cent sales tax to fund a variety of important transportation projects throughout the San Diego region. This 20-year, \$3.3 billion transportation improvement program expires in 2008. In November 2004, 67 percent of the region's voters supported Proposition A, which extends TransNet to 2048, thereby generating an additional \$14 billion to be distributed among highway, transit, and local road projects in approximately

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equal thirds. In addition, it will support a robust public transportation system, including new Bus Rapid Transit services and carpool/managed lanes along many of the major freeways. Two percent of the available funds will be earmarked annually for bicycle paths and facilities, pedestrian improvements, and neighborhood safety projects. The San Diego Association of Governments (SANDAG) sets the priorities and allocates TransNet funds.

6. Grant Funding

A variety of funding options are available though Federal, state and local grant programs. Many of the grant programs target urban revitalization efforts, smart growth enhancements, and transportation planning and are provided on a competitive basis. Current grant programs, such as the Smart Growth Incentive Pilot Program administered through SANDAG, can provide significant funding towards projects that result in furthering smart growth approaches, such as the elements embodied in the principles of the Specific Plan.

7. General Fund

The City receives revenue from a variety of sources, such as property taxes, sales taxes, fees for recreation classes and plan checking. Revenue can be generally classified into three broad categories: program revenue, general revenue and restricted revenue. Depending on the revenue source, the General Fund may be used for a variety of purposes, such as capital improvement projects or streets, sewers, stormdrains and other infrastructure maintenance improvements.

8. Other Funding Sources

Examples of other funding sources that may be considered to assist in the implementation of the community benefits outlined in this chapter include Ad Valorem Property Taxes, the Sales and Use Tax, the Business License Tax and the Transient Occupancy Tax.



K. Community Benefit Analysis

In addition to facilities and amenities outlined by this chapter, as development proceeds in the Urban Core the specific contributions of each project to the community shall be analyzed. Each discretionary project application shall be accompanied by a memorandum form statement of the applicant outlining both the obligatory contributions of the project (in the form of fees, revenue streams and direct facilities construction), and any further voluntary contribution to the community. Voluntary contributions may take the form of:

- Design features of the project, which meets some particular community need or environmental goal
- Programs associated with the project which may benefit Chula Vistans directly or indirectly

It is not the intent of this section that the Community Benefit Analysis be used as criteria for approving or disapproving projects pursuant to this Specific Plan. Rather, the analysis will provide an ongoing framework for citizens to understand features of the project that positively contribute to Chula Vista in ways beyond its physical design.

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Appendix D. Facilities Implementation Analysis September 2006 D Appendix

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